



BCG

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GROUP

BRUHAT BENGALURU MAHANAGARA PALIKE

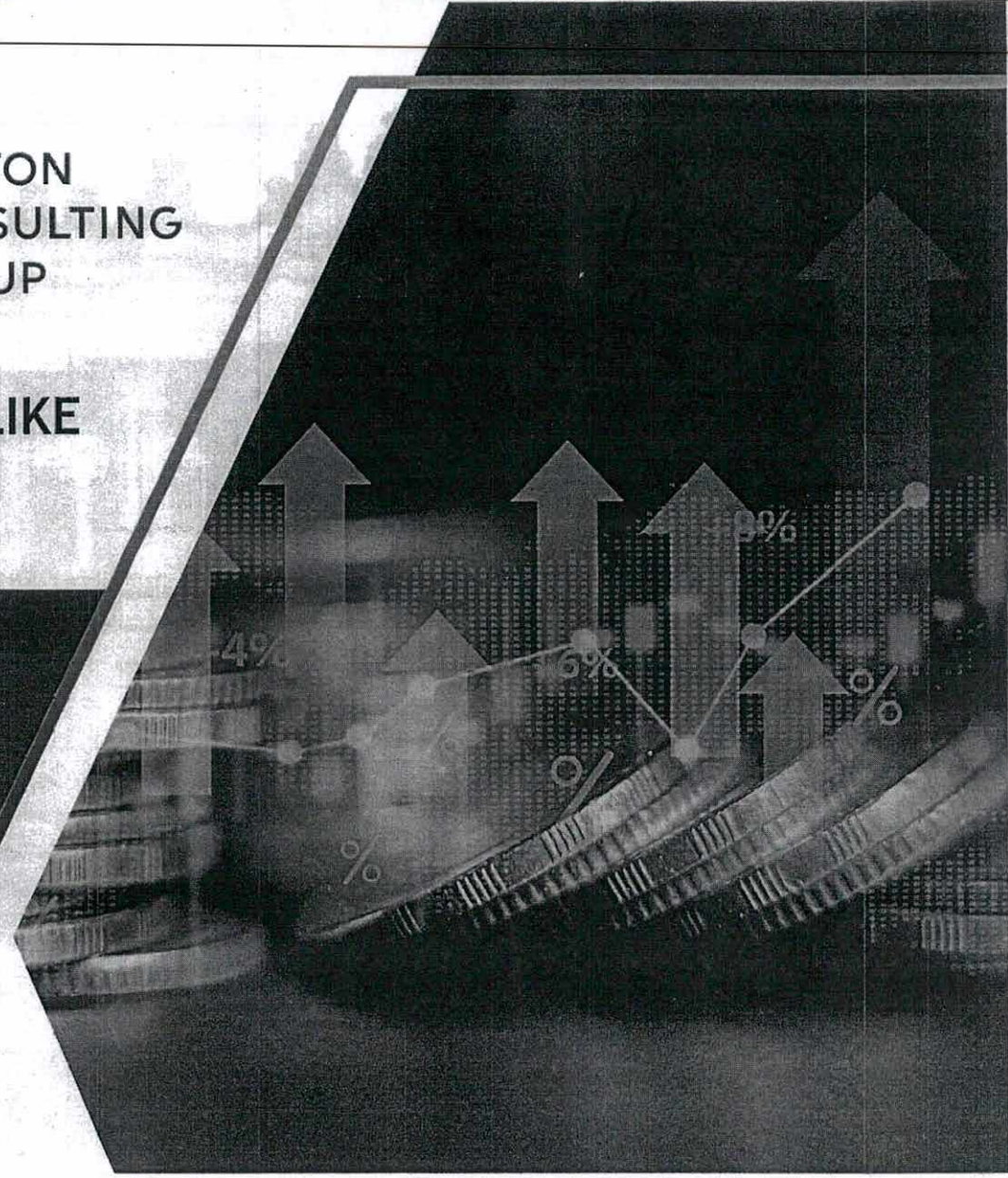
BBMP Financial Sustainability Strategy

DELIVERABLE #4

MAY 2025


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Bengaluru Smart Infrastructure Ltd.
(B-SMILE) Bengaluru

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ಅಡಿಯಲ್ಲಿ ನೀಡಲಾದ ಪ್ರತಿ”



Foreword



16 May 2025

Subject: Submission of Deliverable #4

Reference: Assignment Order No. EE/Infra Div/RI/PR/228/2024-25 issued to Boston Consulting Group for delivering *Strategic Consultancy Services for Financial Sustainability-led Transformation of BBMP*, dated 24.01.2025.

This engagement involves exploring opportunities to enhance BBMP's revenue streams, assessing innovative financing mechanisms, evaluating project structuring and development models for key infrastructure initiatives, designing monitoring and control frameworks, and designing organization structure to adapt to the new financial strategies.

In line with the deliverables outlined in **Tender Notification No. EE/RI/Road Infra Division/TEND/16/2024-25**, dated 30.11.2024, and the **Work Order notification No. EE/Infra-Division/R1/VO/14/2024-25** dated 10.02.25, we hereby submit **Deliverable #4**. The report has been submitted via email as a soft copy, along with five hard copies for your reference.


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Yours sincerely,

Managing Director & Partner
Boston Consulting Group

Table of contents

S. No.	Topic	Page Number
1	Project background	3
2	Objectives of this deliverable	5
3	Context and project objectives	7
4	Progress update across key workstreams	15
	4.1 Asset Monetization	17
	4.2 Funding sources - CSR	60
	4.3 North-South Tunnel Project	83
	4.4 Integrated Solid Waste Management	86
	4.5 Revenue enhancement	88



1. Project background

Project Background

Bengaluru, as the fifth-largest metropolis in India, faces significant urban challenges due to rapid population growth, particularly in traffic congestion and connectivity. With over 14 million residents and more than 8 million vehicles, the demand for efficient infrastructure solutions is critical. In response, the Bruhat Bengaluru Mahanagara Palike (BBMP) has initiated several large-scale infrastructure projects aimed at addressing key transportation issues and supporting urban development.

However, implementing these projects requires a stable financial foundation to ensure timely execution and long-term sustainability. A thorough assessment of BBMP's financial position is necessary to identify gaps, strengthen revenue streams, and improve cost efficiency. Revenue augmentation through measures such as enhanced tax collection, better asset utilization, and diversified funding mechanisms can help reduce dependence on traditional sources. At the same time, cost optimization strategies—including improved budgeting, procurement reforms, and process efficiencies—are essential to maximize the impact of available resources.

Ensuring the successful execution of these mega infrastructure projects is crucial, as delays and cost overruns can significantly impact urban mobility and economic growth. Robust project monitoring and management frameworks must be established to track progress, mitigate risks, and enhance accountability. Leveraging technology for real-time data analysis, enforcing stricter timelines, and adopting transparent governance mechanisms will help drive efficiency and cost-effective project execution. A well-coordinated approach with robust organization structure and strong oversight will ensure that infrastructure projects are completed on time and within budget, maximizing their benefits for the city.

A structured financial and organizational approach will allow BBMP to manage risks, respond to unforeseen challenges, and sustain infrastructure development. By integrating financial sustainability with institutional strengthening, BBMP can enhance its ability to plan, execute, and maintain urban projects, ensuring long-term benefits for Bengaluru's residents.


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2. Objective of Deliverable #4

This document should be considered as the Deliverable #4

Project start date (T0) - 24th Jan 2025

S. No.	Deliverables	Timeline (from start)	Due date for submission	
1	Report #1 - Inception Report	T0 + 2	7 th Feb 2025	✓
2	Report #2 - Project structuring & development model report	T0 + 6	7 th Mar 2025	✓
3	Report #3 - Financial and funding plan for BBMP for next 5 years	T0 + 12	18 th April 2025	✓
4	Report #4 - Progress Report 1	T0 + 16	16 th May 2025	✓
5	Report #5 - Progress Report 2	T0 + 21	20 th June 2025	

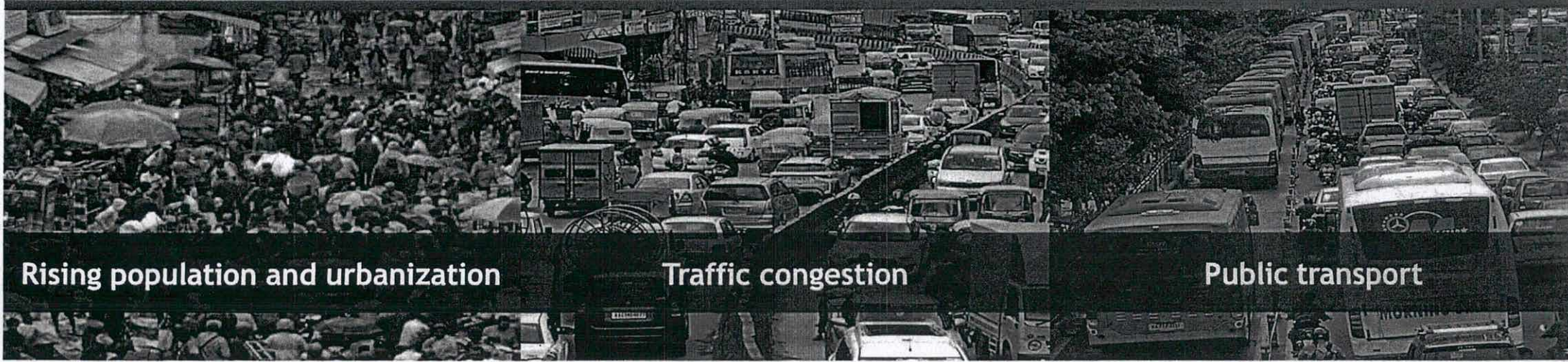
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3. Context & project objectives

The city of Bengaluru faces 6 key challenges w.r.t. urban infrastructure (1/2)



Rising population and urbanization

Bengaluru's rapid population growth is putting immense pressure on housing, infrastructure, and essential services, leading to overcrowding and strain on city resources

Traffic congestion

Heavy traffic congestion is a result of insufficient road infrastructure, inadequate public transport, and the city's high reliance on private vehicles

Public transport

The public transport system is inadequate for the growing population, leading to over-dependence on road vehicles, worsening traffic and pollution


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The city of Bengaluru faces 6 key challenges w.r.t. urban infrastructure (2/2)

Water Scarcity

The city faces severe water shortages due to over-dependence on the Cauvery River and rapid groundwater depletion, with demand far exceeding supply

Unplanned growth

Unregulated construction and encroachment on lakes and drains causing environmental degradation and frequent urban flooding during rains

Waste management

Ineffective waste management systems, leading to improper waste disposal, insufficient recycling, and overburdened landfills

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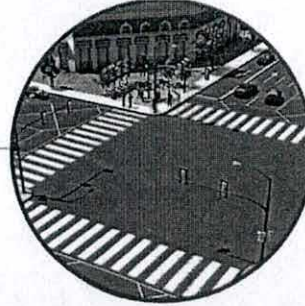
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BBMP has undertaken key infrastructure projects to alleviate traffic, address water scarcity, improve waste management, and enhance urban services (1/2)



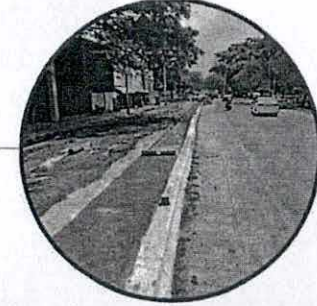
Smart city project

- Projects like LED lighting for landmarks and One City One App enhance urban services
- Aims to reduce the city's carbon footprint and increase citizen access to services
- Pushes Bengaluru towards becoming a tech-driven smart city



Model roads initiative

- BBMP partnered with CSR programs to develop model roads with improved lighting, footpaths, and regular upkeep
- Roads are maintained daily, ensuring high standards compared to typical city roads
- Encourages public-private partnerships for urban infrastructure development



White topping roads

- INR 1,200 crore project covering 63 km of key roads to enhance durability and prevent potholes
- Improves road quality, reduces long-term maintenance costs, and enhances safety for commuters
- Lowers long-term maintenance costs with fewer repairs needed


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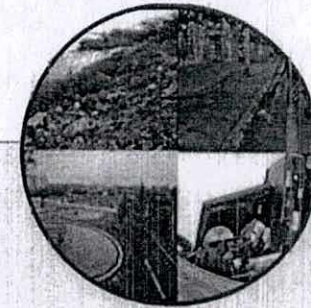
BBMP has undertaken key infrastructure projects to alleviate traffic, address water scarcity, improve waste management, and enhance urban services (2/2)



Restoration of lakes

- Rejuvenated lakes like Madiwala and Kaikondrahalli improve water quality and biodiversity
- Reduces urban flooding and promotes environmental sustainability
- Offers recreational spaces and hosts community events

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Integrated solid waste management

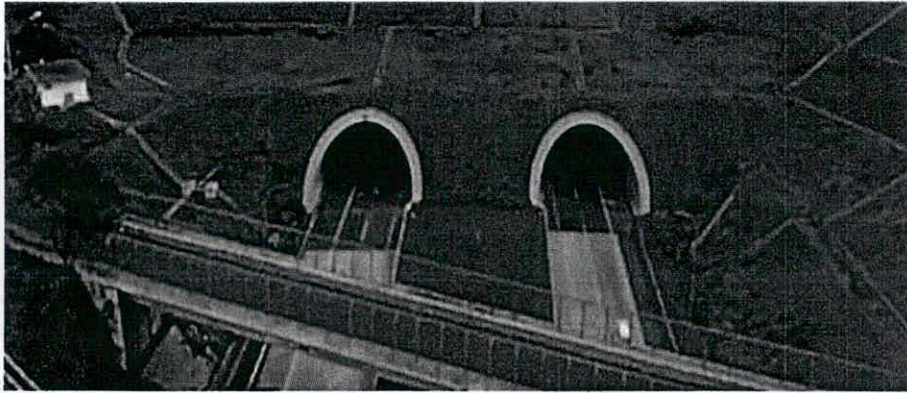
- Established modern waste processing plants for better segregation and recycling
- Reduces landfill usage and promotes a cleaner environment
- Improves public health by addressing improper waste management issues

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Further, the authority plans to undertake major infrastructure projects worth INR 50,000 Cr+ to address these issues (1/2)



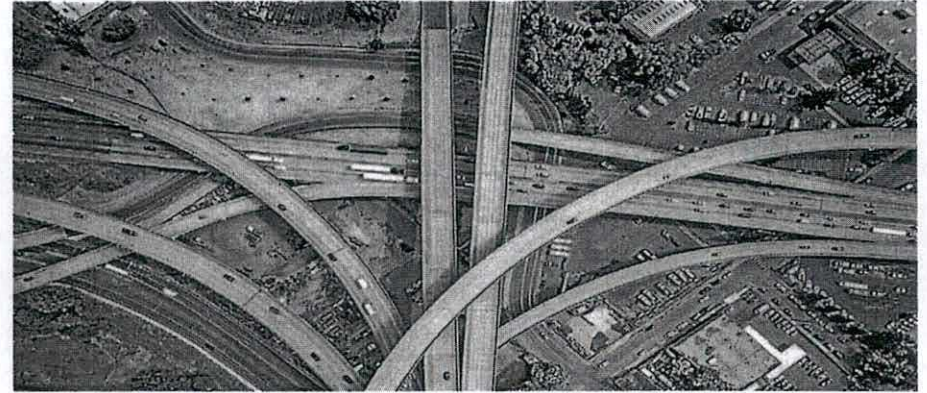
Twin tube tunnel project



- Enable faster connectivity between Hebbal Junction and Silk Board (North-South Tunnel) and KR Puram to Mysuru Road (East-West Tunnel)
- Divert long-distance vehicles and trucks via PRR, reducing traffic inside the city
- Expected to alleviate traffic at 15 key congestion points, including ORR



Elevated corridors

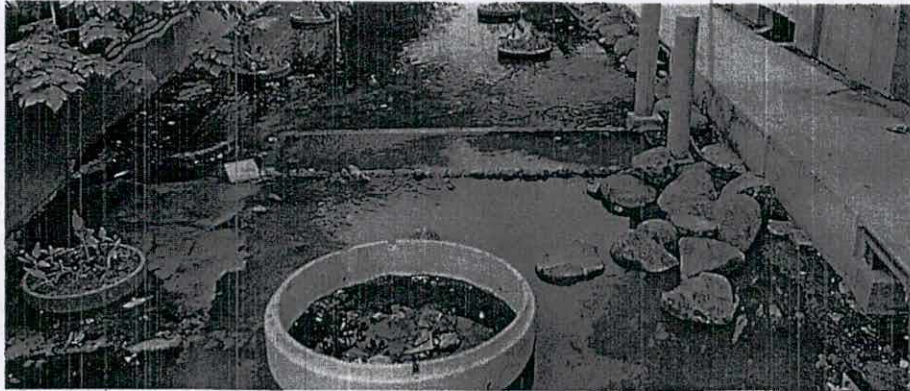


- Reduces congestion by creating elevated roads above busy ground-level routes
- Compensation for affected landowners through cash and TDR (Transferable Development Rights)
- Surrounding areas will include essential social infrastructure, like schools and parks

Further, the authority plans to undertake major infrastructure projects worth INR 50,000 Cr+ to address these issues (2/2)



Stormwater drain beautification



- Project will include upgrading and beautifying the existing stormwater drains to reduce flooding and improve water flow during heavy rains
- Adds commercial development opportunities near beautified canals
- Enhances flood management, especially in flood-prone areas



Pedestrian walkways and She toilets



- 100 She toilets will be installed across the city to provide safe and hygienic facilities for women, particularly in high-traffic pedestrian zones
- Generates revenue through VCF, impact fees, and advertising
- This project aims to create world-class pedestrian infrastructure, enhancing the walking experience and safety for citizens

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ಅಭಿವೃದ್ಧಿ ನೀಡಲಾದ ಪತ್ರ



As BBMP continues to drive sustainable urban development in the Bengaluru city to enhance its livability - it will need to become more financially robust




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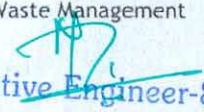


4. Progress update across key workstreams

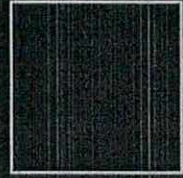
6 key workstreams identified in the project

-  **Asset monetization:** Create and implement monetization models for key assets owned by BBMP such as vacant lands, buildings, etc.
-  **Funding sources:** Leverage **CSR partnerships** and **credit enhancement strategies** to diversify funding sources and reduce financing costs
-  **North-South Tunnel Project:** Assess **development models**, identify optimal **project structuring** and incorporate **market feedback** to enable successful tendering
-  **ISWM¹ :** Revamp tender documents by **redefining scope**, incorporating **best practices** from MoHUA, NITI, and refining **tipping fee estimates** to ensure operational viability for bid success
-  **Revenue enhancement:** Evaluate opportunities across **tax and non-tax revenues** to increase recurring revenues
-  **B-SMILE Org structure:** Draft detailed organization charter, role definitions, and hiring roadmap for B-SMILE

1. Integrated Solid Waste Management


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4.1 Asset monetization

Summary of progress on Asset Monetization

- 1 **Comprehensive assessment of BBMP-owned assets:** Overview of the 2,500+ assets across key categories and identification of top 850 assets with monetization potential
- 2 **Monetization of vacant lands:** Identified and evaluated 22+ BBMP-owned vacant land parcels (≥ 1 acre), and developed leasing models
- 3 **Operating model for Auditoriums:** Identified and benchmarked BBMP-owned auditoriums and proposed a revised operating model to improve utilization and revenue potential
- 4 **Operating model for Kalyana Mandapas:** Identified and benchmarked BBMP-owned kalyana mandapas with similar services by other ULBs to propose revised operating model to improve citizen outcome
- 5 **Operating model for sports facility:** Proposed a monetization model for an existing padel court facility owned by BBMP in Sadashivnagar


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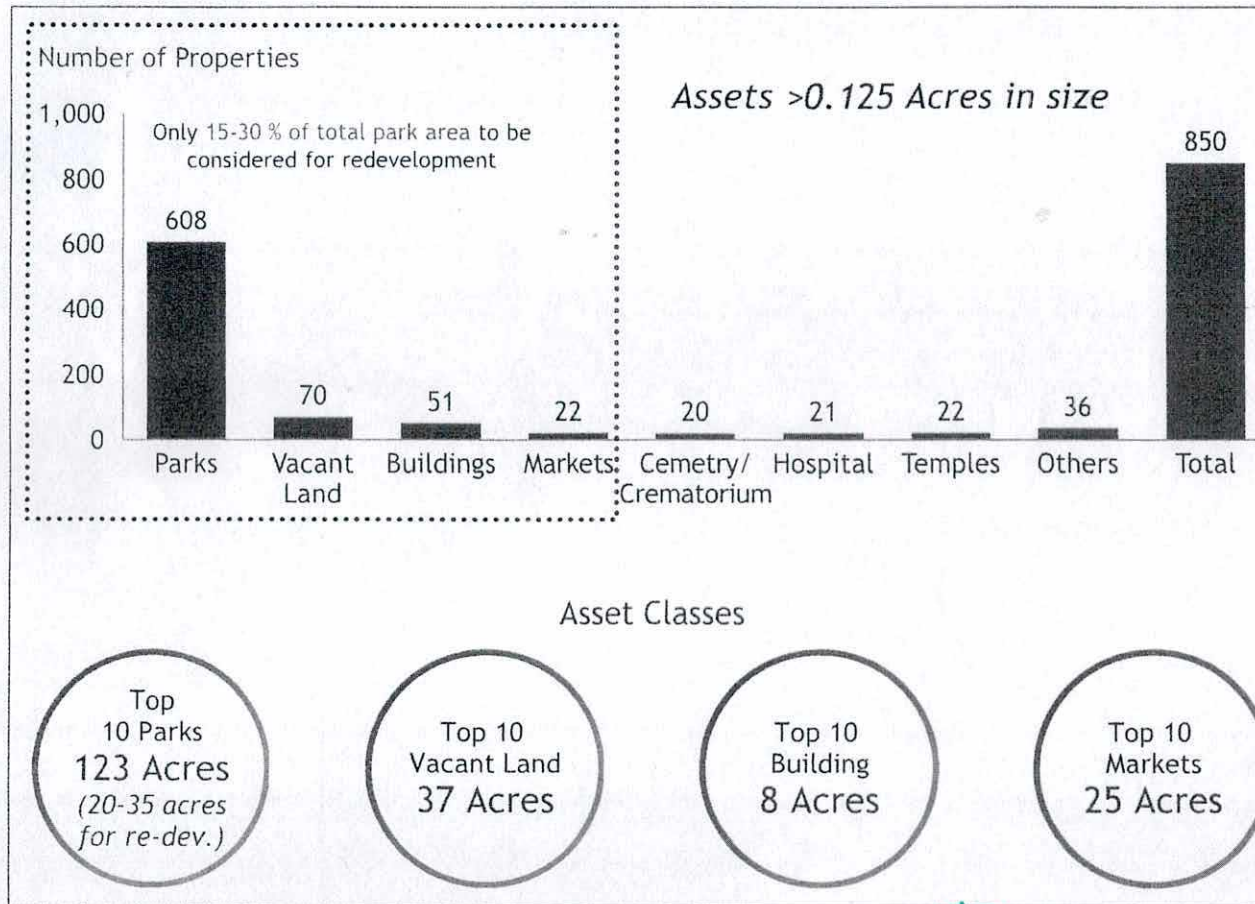
5

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Top 850 out of 6500+ properties analyzed to identify monetization potential across 8 categories



Top 4 Asset Categories

- 1 Parks:**
 Average Size: 0.98 Acres
 Largest Park: Bhavani Layout Park-1, Banashankari 3rd Stage (35 Acres)
- 2 Vacant Land:**
 Average Size: 0.6 Acres
 Largest Vacant Land: BBMP Vacant Land, Karisandra (3.5 Acres)
- 3 Buildings:**
 Average Size: 0.4 Acres
 Largest Building: BBMP Warehouse & Workshop, 80 Ft Road Ejipura (1.1 Acres)
- 4 Markets:**
 Average Size: 1.4 Acres
 Largest Market: KR Market (8 Acres)

Key Properties | Top 10 Parks (By Area)

Serial Number	Description of Property	Area in Acres	Ward Name
1	Bhavani Layout Park-1, Banashankari 3rd Stage	34.7	Ganesha Mandir
2	M.N. Krishna Rao Park, Jayanagar	20.9	Jayanagar
3	Bhavani Layout Park-2, Banashankari 3rd Stage	17.8	Ganesha Mandir
4	Dr. Rajkumar Children Playground and Deer Park, Rajiv Gandhi Stadium	13.2	Hanumanthnagar
5	Temple Complex & Playground	7.2	Kumaraswamy Layout
6	Playground near National College	6.8	Sunkenahalli
7	T.R. Shamanna Rock Park (Part-2)	5.9	Basavanagudi
8	BBMP Transferred Park Development Area, Jakkasandra Village	5.6	Koramangala
9	208 SFS Area, Atturu Main Road, Plantation Area, (P-208-1) - Lake facing	5.3	Atturu
10	Kadamba Adugodi Park	5.3	Adugodi

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Total Area: 123 acres

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Key Properties | Top 10 Vacant Lands (By Area)

Serial Number	Asset/Property	Area (Acre)
1	Ideal Homes Layout, RR Nagar (1 & 2)	11(6.4+3.9)
2	Jayanagara Housing Society Layout Vacant Land, Bomanhalli	6.4
3	Marginal Land in Basaweshwara Nagar	3.7
4	BBMP Vacant Land. Karisandra	3.4
5	Nagarabhavi Village, Yeshwanthpur Hobli, Bangalore North Taluk	3.0
6	3-Acre Land in Domlur Next to Hotel Royal Orchid	3.0
7	Vacant Land (Lake) Magadi Main Road, Kamakshipalya	2.6
8	Municipal Vacant Land, Yediyur, Jayanagara	1.7
9	Vacant Land P 5-7 Between 2nd and 3rd Main Road, Yelahanka Suburb Phase 5	0.9
10	Vacant Land at Defence Colony, 4th Main Road, Koramangala	0.6

Total Area: 37 Acres


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Key Properties | Top 10 Buildings (By Area)

Serial Number	Asset/Property	Area (Acre)
1	BBMP Warehouse & Workshop, 80 Ft Road Ejipura	1.1
2	IPP Center, 16th Cross, Opp Choudaiah Memorial Hall, Kodandaramapura, Vaiyalikaval, Bangalore	1
3	Large Animal Slaughter Section - BBMP Property at Patari Road, Sagayipuram	0.9
4	Small Animal Slaughter Section - BBMP Property at Patari Road, Sagayipuram	0.9
5	Sir M. Puttanna Chetty Town Hall	0.8
6	Avalahalli Bus Stand, Muneshwara Block	0.7
7	Hampinagar Bus Stand and Toilet	0.7
8	Bengaluru Founder Kempegowda Community Hall, Aduḡodj	0.6
9	Community Hall and Temple, Dr. Raj Kumar Ward	0.5
10	Community Hall, Gavipuram	0.5

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Total Area: 8 Acres

Current utilization details for buildings required to determine feasibility of monetization

Key Properties | Top 10 Markets (By Area)

Serial Number	Asset/Property	Area (Acre)
1	KR Market	8
2	Kalasipalya Vegetable Market	4.1
3	Jayanagara 4th Block commercial building	3.9
4	Rajajinagar, 2nd Block, Commercial Complex	2.2
5	Market in Sampige Raste, Malleswaram	1.7
6	Kempegowda Maharajah Complex, Chikpete	1.1
7	Russell Market, Near Chandni Chowk	1.1
8	BBMP Sheep Market b/w Sagaipura pottery road and tannery road	1
9	BBMP Corporation Shop	0.9
10	Mutton Market, Near K.R Market	0.8

Total Area: 25 Acres

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Markets not considered for redevelopment 24
(Russell Market currently being redeveloped)

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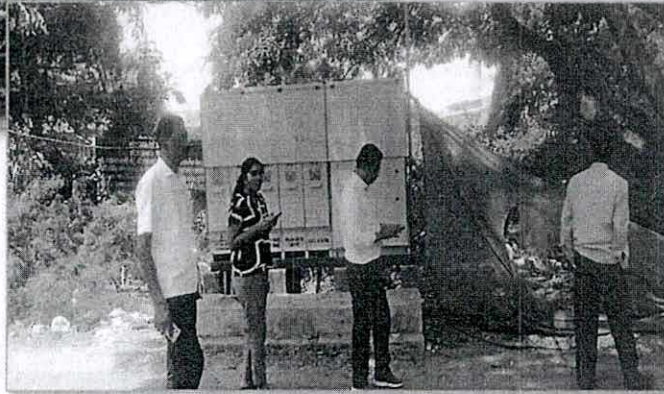
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8 high potential land parcels identified after evaluating all vacant land parcels in estate records of size >1 acre



All vacant land parcels of size > 1 acre in BBMP Estate list evaluated (22)



Consultations conducted with 20+ stakeholders to collate details of land parcels

Estate and Land records

Survey team

Zonal officers

Mr. Preetham
(DC, Estate)

Mr. Bore Goudru
(Surveyor)

Mr. Digvijay
(ZC, South)

Mr. Madan
(AD, Estate)

Mr. Nagaraj
(Surveyor)

Mr. Kotresh
(AEE, Yedyur)

Ms. Shabana
(ARO, Estate)

Mr. Rajesh
(Surveyor)

Mr. Basavaraja
(ARO, Mallasandra)

Mr. Umesh
(DD, Land records)

Mr. Taufiq
(Surveyor)

Ms. Jyothi
(ARO, Yedyur)

Ms. Revathi
(AD, Land records)

Mr. Madan
(Surveyor)

Mr. Suresh
(ARO, RR Nagar)

Mr. Chandru
(AD, Land records)

Mr. Yogananda
(Surveyor)

Mr. Shivshankar
(ARO, Uttarahalli)

Mr. Satheesh
(AD, Land records)

Mr. Rangaswamy
(ARO, Kamakshipalya)



9 High potential land parcels identified for monetization

1. Already occupied, or unsuitable for build


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Key details of the 8 high potential vacant land parcels identified across zones

Sr. No	BBMP Sr. No.	Zone	Ward	Details of land parcel	Area (acres)	Land use per master plan	Guidance value (INR per acre)	Total land value (INR Cr)
☆ A	-	East	Domlur	Vacant land next to Old HAL Airport road	1.5	Residential	88 Cr	132 Cr
☆ B	-	South	Sudhamanagar	Corporation complex on JC road	0.3	Commercial	87 Cr	32 Cr
☆ C	-	Mahadevpura	Horamavu	Vacant land	0.5	Residential	23 Cr	11.5 Cr
☆ D	1329	West	Kamakshipalya	Vacant land (lake), Magadi Main Road, Kamakshipalya	2.66 (records) 2 (actual) ¹	Residential (mixed)	40.5 Cr	81 Cr
☆ E	4472	R.R. Nagar	R.R. Nagar	Vacant Land in Ideal Homes Layout (Defunct park)	1.94	Residential	40.5 Cr	78 Cr
☆ F	3684	Bommanahalli	Uttarahalli	Jayanagar Housing Society Layout (Defunct park)	1	Residential	22 Cr	22 Cr
☆ G	4479	R.R. Nagar	R.R. Nagar	Munivenkataiah Open-Air Theater	1.67	Residential	32.4 Cr	54 Cr
☆ H	4466	R.R. Nagar	R.R. Nagar	Balakrishna Rangamandira	1.15	Residential	44.5 Cr	51 Cr
☆ I	4480	R.R. Nagar	R.R. Nagar	Ideal Homes Layout (Vacant)	1.15	Residential	32.4 Cr	37 Cr
Total					11		410.3 Cr	498.5 Cr

1. 2 acres post utilization for storm water drain, road etc. - confirmed by site visit with Surveyor Nagaraj

Confirmed
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Bengaluru Surveyor Nagaraj
Structure Ltd.
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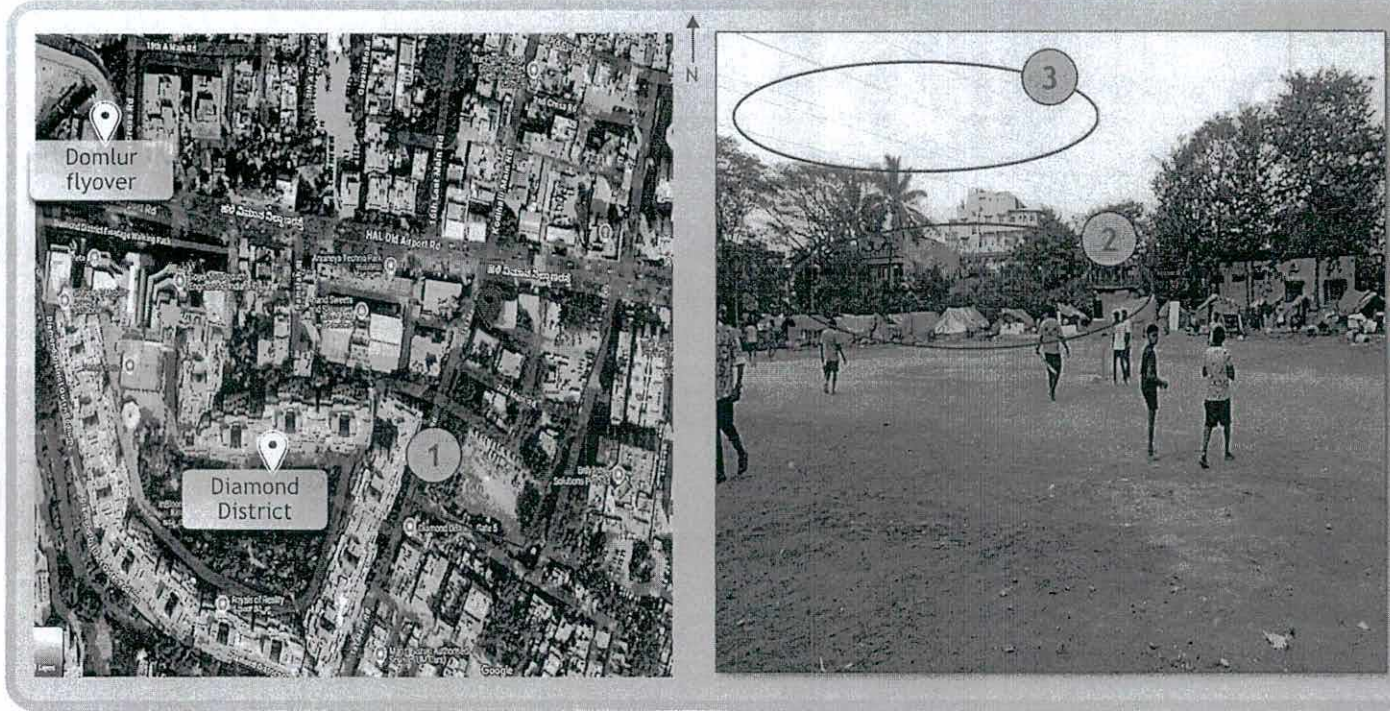
To be discussed

Considerations
to be evaluated

☆ Site visit conducted

ದಟ್ಟು ಕಾಯ್ದು-2020
ಅಡಿಯಲ್ಲಿ ನೋಡಲಾದ ಪ್ರ-

2-acre vacant land parcel in Domlur



Key support required

- ① Finalization of the exact shape and extent of the land parcel
- ② Encroachment identified on the land parcel - to be cleared
- ③ High tension lines passing through the land parcel - to be cleared before leasing out

2
acres



Residential
Zone¹



2.25 Max.
FAR



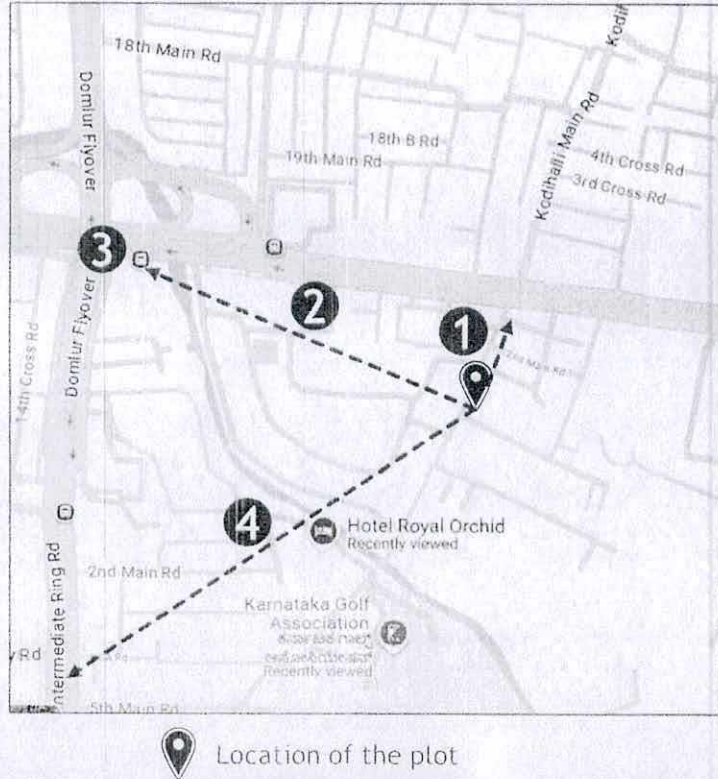
INR 176 Cr guidance
value (INR 88 Cr/ acre)

1. Land use category as per BDA Masterplan map


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ಅಡಿಯಲ್ಲಿ ನೀಡಲಾದ ಪ್ರತಿ”

Domlur site | Location with exceptional connectivity to major roads & transport hubs



1 <100m from HAL Old Airport road

2 500m from Domlur Flyover

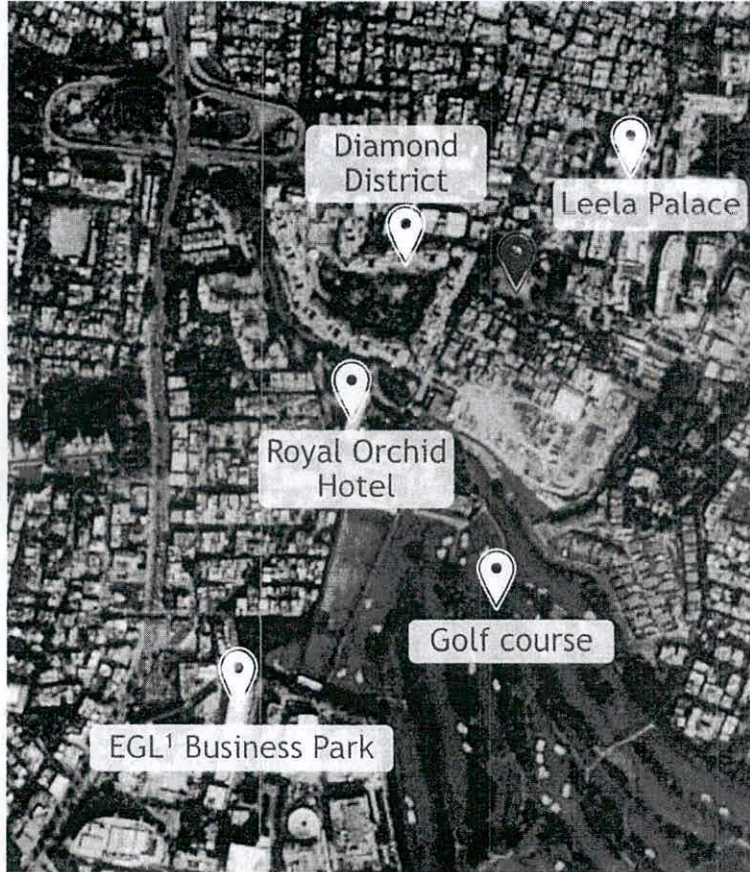
3 500m from Bus Stop

4 <1Km from Intermediate Ring Road

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Domlur site | Location surrounded by high-end residential & commercial properties



Location of the plot

1. Embassy Golf Links



Luxury hotels/ Recreational facilities

<1 km

Leela Palace

0.5 km

Royal Orchid Hotel

0.5 km

Karnataka Golf Association



Residential Property

0.5 km

Diamond District



Office space

<0.5 km

Oxford Towers

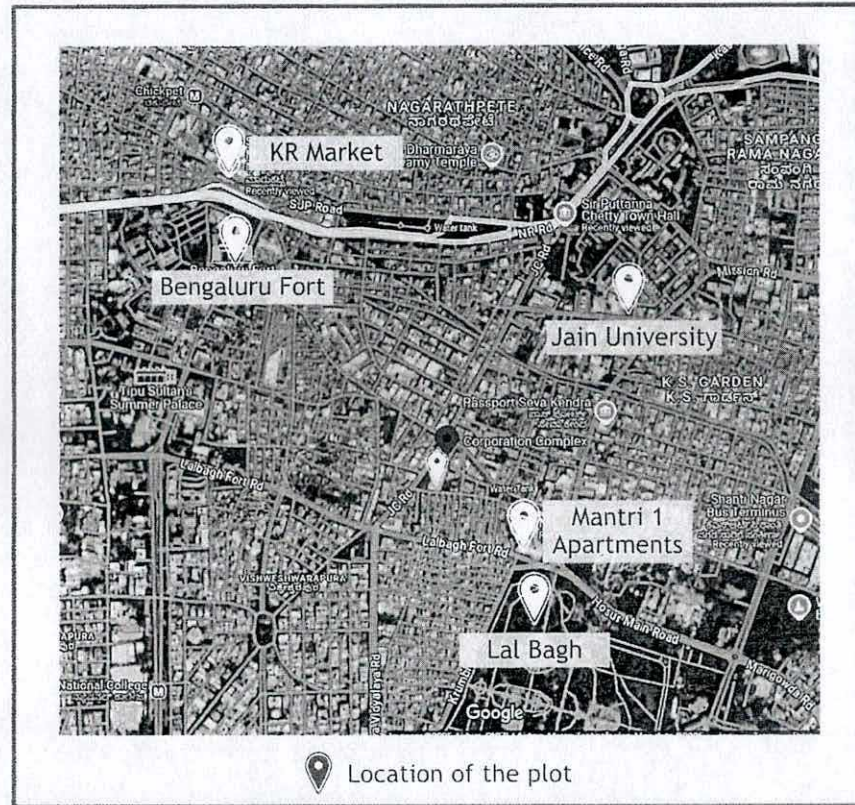
1 km

EGL¹ Business Park

[Signature]
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JC Road site | Location surrounded by high-end residential & commercial properties



Commercial properties

Next to BBMP Multi-level car parking

1.2 km Jain University

2 km KR Market

Residential Property

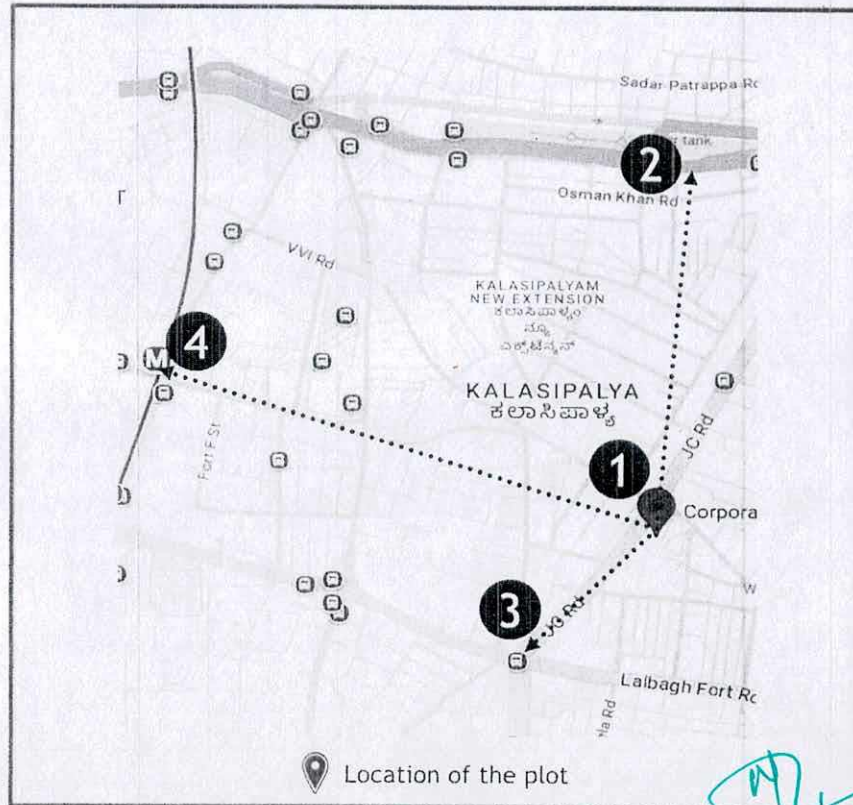
1 km Mantri 1 Apartments

Landmarks

1.4 km Bengaluru Fort

2 km Lal Bagh

JC Road site | Location with exceptional connectivity to major roads & transport hubs



Located on JC Road

1



<1Km from Mysore Road

2



500m from Minerva Circle

3



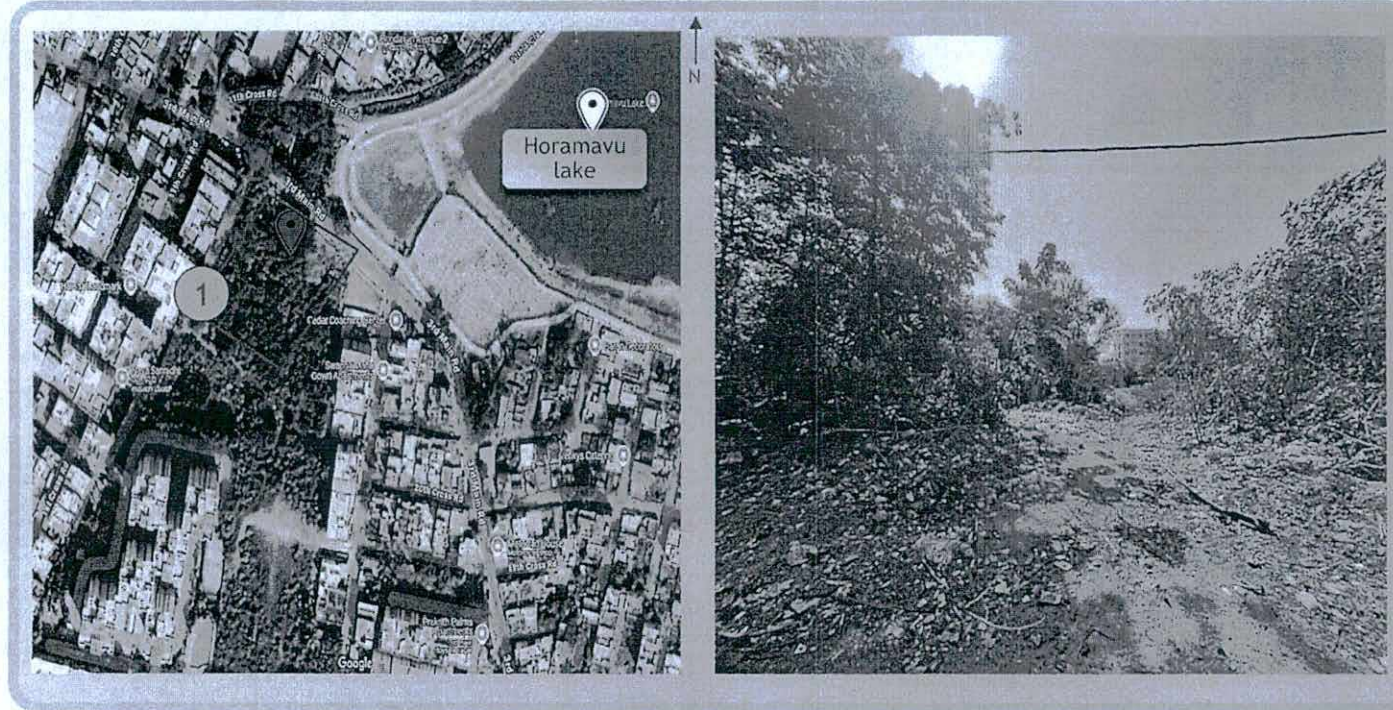
1km from KR Market Metro Station

4

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0.5-acre vacant land parcel in Horamavu



Key support required

- 1 Finalization of the exact shape and extent of the land parcel

0.5
acres



Residential
Zone¹



2 Max. FAR



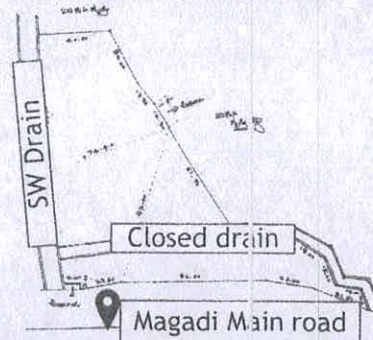
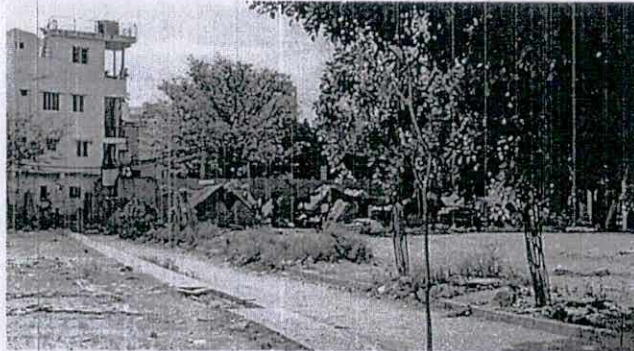
INR 11.5 Cr guidance
value (INR 23 Cr/ acre)

1. Land use category as per BDA Masterplan map


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Vacant barren land on Magadi main road, Kamakshipalya



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2
acres



Residential
(mixed)¹



INR 81Cr
guidance
value



150m
frontage



100 ft
main road

Potential asset classes

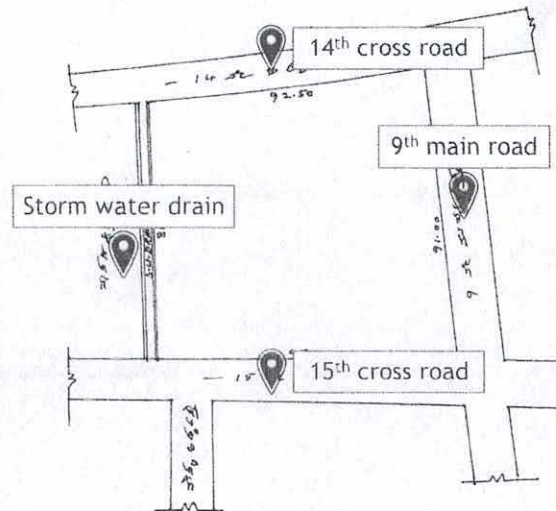
- Shopping complex
- Mixed use building with indoor sports, gym, QSR

Key considerations

- ☆ Previously a lake and being used by locals as a playground/ exhibition ground
- ☆ Temporary settlements found in the ground
- ☆ Land with high potential given location on main road in a commercial area
- ☆ Land deprioritized since it is located on a lakebed

1. As per BDA masterplan

Vacant barren land in Ideal Homes Layout, RR Nagar



1.9
acres



Residential¹



INR 78 Cr
guidance
value



90m
frontage



40ft road

Potential asset classes

- Shopping complex
- Mixed use building with indoor sports, gym, QSR

Key considerations

- ☆ Corner plot located in dense residential area
- ☆ Plot is adjacent to a developed BBMP park and is currently being used informally to park buses, etc.
- ☆ BBMP estate records state "reserved for park" - can this still be developed commercially? - To be confirmed by BBMP Estates department

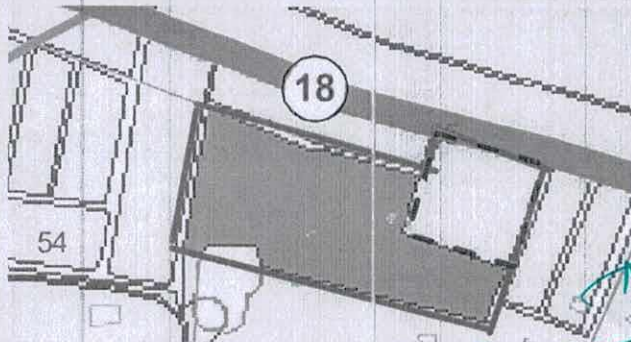
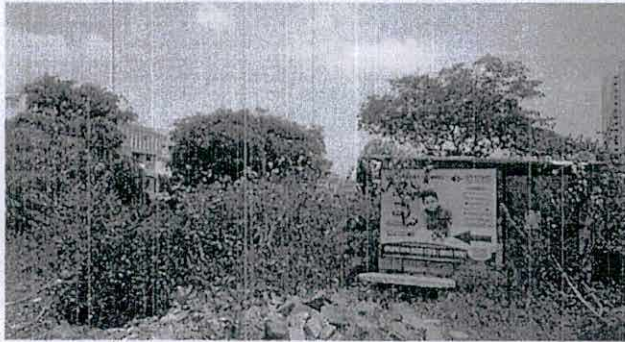
1. As per BDA masterplan

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Vacant land in acre Jayanagar Housing Society Park in Uttarahalli, Bommanahalli



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1
acre



Residential¹



INR 22 Cr
guidance
value



80m
frontage



40ft road

1. As per BDA masterplan

Potential asset classes

- Mixed use building with shops, indoor sports, QSR

- ☆ Only 1 portion of the park developed with pavements and gazebos

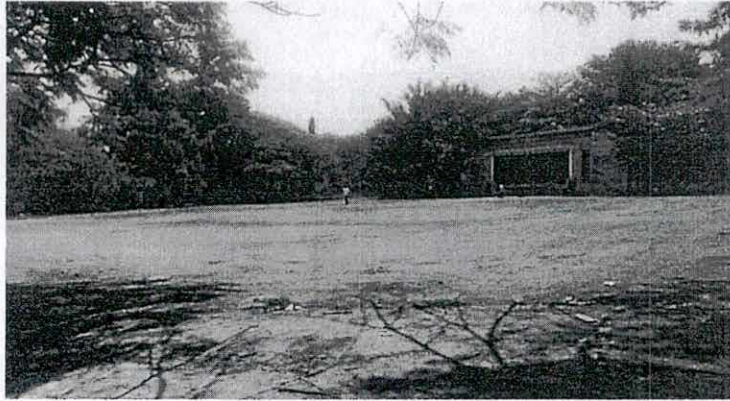
- ☆ ~1 acres out of the total area not yet developed and is zoned as residential in the master plan

- ☆ Multiple high-rise residential properties surrounding the area

- ☆ Can this be developed commercially? - to be confirmed BBMP Estates department

ಮಾಹಿತಿ ಹಕ್ಕು ಕಾಯ್ದೆ-2005ರ
ಅಡಿಯಲ್ಲಿ ಪ್ರಕಟ

Munivenkataiah Rangamandir, RR Nagar



Potential asset classes

- Mixed use building with convention hall, indoor sports and eateries

Key considerations

- ☆ Currently being used by local community as an open-air theatre
- ☆ To be deprioritized since it is classified as a playground in master plan

1.7
acres



Residential¹



INR 54 Cr
guidance
value



90m
frontage



40ft road

1. As per BDA masterplan

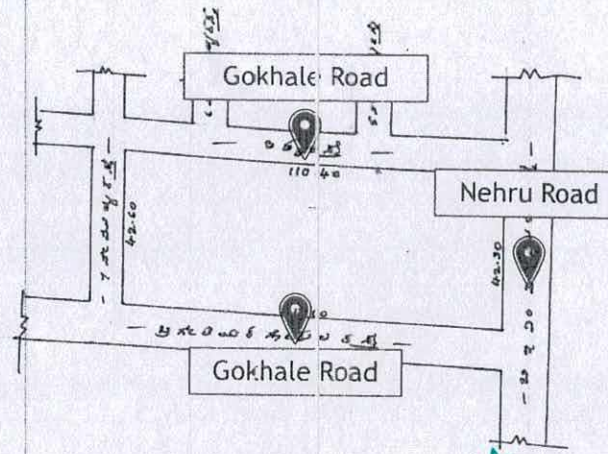
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Sr. No. H

Draft, for internal discussion only

Balakrishna Rangamandira, RR Nagar



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1.15
acres



Residential¹



INR 51 Cr
guidance
value



100m
frontage



40ft road

1. As per BDA masterplan

Potential asset classes

- Mixed use building with convention hall, indoor sports and eateries

Key considerations

- ☆ Currently being used by local community as an open-air theatre
- ☆ To be deprioritized since it is classified as a playground in master plan

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ಅಡಿಯಲ್ಲಿ ನಡೆಸಲಾಗಿದೆ

Proposed framework to identify suitable asset classes for land parcels

Plot Size	Road Width	Micro-Market Type	Frontage ¹	Suggested Asset Types
2500 - 5000 sq ft	30ft+	Residential	Low	Dark store/ gym/ wellness studio
2500 - 5000 sq ft	30ft+	Commercial	Low	Compact retail outlet
			Low	Co-living/ hostel
5000 - 10000 sq ft	30ft+	Residential	High	Retail outlet (e.g. supermarkets)
5000 - 10000 sq ft	30ft+	Commercial	Low	Office/ co-working space/ retail outlet
10000 sq ft - 1 acre	30ft+	Residential	Low	Community center/ Sports complex/ Mid-range hotel/ E-commerce warehouse
10000 sq ft - 1 acre	30ft+	Commercial	Low	Compact office space (for banks/ co-working/ salbns)/ E-commerce warehouse
10000 sq ft - 1 acre	40ft+	Commercial	High	Mixed use with retail, QSR ² (Small shopping complex)
1 acre to 2 acres	30ft+	Residential	Low	Mixed-use (Co-living + Retail)/ Sports complex/ Convention center
			High	Mixed use with retail and QSR
1 acre to 2 acres	40ft+	Commercial	High	Office complex/ Hotel / Mixed use with retail and QSR

1. High frontage: > 30m; Low frontage: < 30m 2. QSR: Quick Service Restaurant

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**Additional filters to
be evaluated**



**Clear
ownership**



**No storm water
drain passing
through the plot**



**No high voltage
lines passing
through the plot**

Land Lease model to be explored for monetization

Model	Degree of government control			
	PPP (Land lease)	PPP (Joint Dev. model)	PPP (SPV)	Pure EPC model
Capital structure	Govt: Provides land Private: Development cost	Govt: Provides Land Private: Development cost, and returns a portion of Build up area/revenue to govt	Govt: Land as equity Private: Development cost	100% Government, no private involvement
Return to govt.	- Upfront Premium - Land lease rental	Area Share/Revenue share	SPV Dividends (Revenue share based on equity stake)	Operations revenue
Recovery model for Private developer	Commercial revenue	Commercial revenue corresponding to developer's share	SPV Dividends (Revenue share based on equity stake)	Not applicable
Ownership	Reverts to Govt after concession	Reverts to Govt after concession	Stays with the SPV	Always with the govt
Construction risk	Private player	Private player	SPV (Shared)	Govt
Revenue risk	Private player	Shared	SPV (Shared)	Govt

Finalized

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Proposed transaction structure for redevelopment of JC Road and Domlur via land lease model (1/2)

Transaction details	Proposed structure for BBMP
Development type	• Commercial
Asset classes permissible	• Shopping complex/ office space/ hotel/ restaurant/ quick-commerce dark stores/e-commerce warehouse/ wellness studio/ gym/ sports complex/ entertainment zone/ theatre/ hostel or co-living
Asset classes not allowed	• Diesel/ Petrol/ CNG/ PNG/ LPG sale outlets, liquor sale outlets
Technical eligibility criteria	• Developed or constructed commercial complexes having a cumulative built-up area of at least 2 times the maximum built-up area of the plot which should have received the occupancy certificate at least 12 months preceding the bid due date
Financial eligibility criteria	• Average turnover for last 3 FY to be greater than or equal to the project cost ¹ for the maximum built-up area • Net worth at the end of preceding FY to be greater than or equal to the project cost ¹ for the maximum built-up area
Evaluation process	• H1 (Highest bid of the bidding parameter)
Bid parameters	• Refundable one-time deposit (OTD)
Duration of the Lease	• 30 years

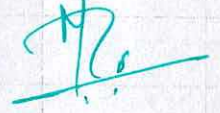
1. Estimated project cost for Domlur plot: INR 70 Cr, JC Road: INR 12 Cr; Estimated by considering a cost INR 4500 per sq ft for maximum built-up area
Note: Transaction structure prepared basis RFPs for Sabarmati Riverfront Development, CA site allocation by BDA, BSBP development by KSIIDC


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ಅಡಿಯಲ್ಲಿ ನೀಡಲಾದ ಪ್ರತಿ”

Proposed transaction structure for redevelopment of JC Road and Domlur via land lease model (2/2)

Transaction details	Proposed structure for BBMP
Lease extension	• The lessee can request for 1 extension in writing subject to approval by BBMP • Monthly lease amount will be min (15% inc. on last lease amount, per policy) • 100% of min. OTD¹ (10% of the latest guidance value)
Annual Lease Rent	• 1.8% of Guidance value
Annual escalation	• 10% every 3 years (approx. 3.32% annual increase)
Reserve Bid	• 50% of guidance value of the plot
Bid Security (EMD)	• 10% of reserve bid
Performance Security	• 10% of final bid for the construction period (2 years)
Minimum Obligation	• 50% of FSI to be built over 5 years else land to be returned
Financial Terms and Payment Schedule	• OTD to be paid within 15 days after LOA • Annual rent to be paid


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1. One Time Deposit

2. Note: Transaction structure prepared basis RFPs for Sabarmati Riverfront Development, CA site allocation by BDA, BSBP development by KSIIDC

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Summary of progress on Asset Monetization

- 1 Comprehensive assessment of BBMP-owned assets: Overview of the 2,500+ assets across key categories and identification of top 850 assets with monetization potential
- 2 Monetization of vacant lands: Identified and evaluated 22+ BBMP-owned vacant land parcels (≥ 1 acre), and developed leasing models
- 3 **Operating model for Auditoriums:** Identified and benchmarked BBMP-owned auditoriums and proposed a revised operating model to improve utilization and revenue potential
- 4 Operating model for Kalyana Mandapas: Identified and benchmarked BBMP-owned kalyana mandapas with similar services by other ULBs to propose revised operating model to improve citizen outcome
- 5 Operating model for sports facility: Proposed a monetization model for an existing padel court facility owned by BBMP in Sadashivnagar


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ಅಡಿಯಲ್ಲಿ ನೀಡಲಾದ ಪ್ರತಿ”

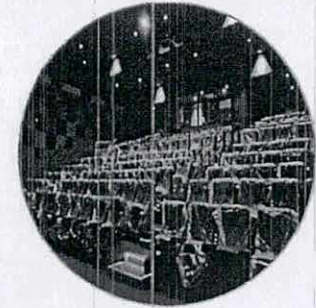
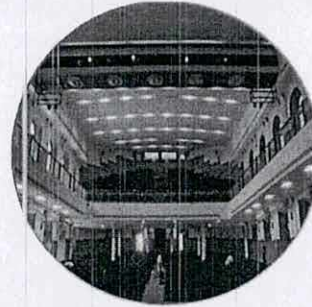
2 operating auditoriums proposed for operation via private player - additional auditoriums being identified

Not for circulation. Draft, for discussion

3

Sir Puttanna Chetty Townhall

Ashwath Kalabhavana



Operational Status

Operational

Tender Expired

Zone

South

South

Ward

Sudhamanagar

Basavanagudi

Seating capacity

700

200

Rental rate

INR 30,000 (Half day);
INR 70,000 (Full Day)

INR 10,000 per event
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Managed by

BBMP

Katte Sathya Foundation

Annual Revenue

INR 45,00,000

N/A

1. Rental rate per event when the auditoriums were active- found through research and field visits

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Potential for BBMP to maximize revenue by updating pricing & enhancing utilization

	Ranga-shankara	Ashwath Kalabhavana	KH Kala Soudha	Good Shepherd Auditorium	Sir Puttanna Chetty Townhall	Viveka Auditorium	Alliance Française de Bangalore
Seating capacity	320	200	300	1000	700	360	250
Booking process	Online	Offline	Offline	Offline	Offline	Online	Offline
Pricing model	Tiered	Flat	Flat	Flat	Tiered	Tiered	Tiered
Tiering basis	Day type	-	-	-	Slot (Half/Full)	Event type, Day type	Event type, Day type
Rental rate	INR 2,500-5,000/event (INR 0.65-1/seat/hr) + 20% ticket revenue	INR 10,000 (INR 4/seat/hr)	INR 28,910 (INR 8/seat/hr)	INR 2.5L/event (INR 21/seat/hr)	INR 30,000-70,000/event (INR 8/seat/hr)	INR 30,000-50,000/event (INR 7-12/seat/hr)	INR 15,000-39,000/event (INR 5-13/seat/hr)
Bookings/month	~26	N/A	N/A	15	6	N/A	N/A

Private Auditoriums in Bangalore

BBMP-owned Auditoriums

Key comparisons between BBMP & private auditoriums

1 Higher occupancy (26 vs. 6 events per month)

2 Higher visibility due to online bookings

3 Higher per-seat rates generating better revenue

4 Tiered pricing models aligning rates with demand patterns

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2 models explored for auditorium operations - revenue sharing with min. guarantee model proposed to ensure stable revenue & minimal operational burden

BBMP manages and operates the auditoriums independently

- Full control over bookings, pricing, and usage rules
- BBMP must **generate its own demand** (marketing, outreach, seasonal targeting)
- **Intensive operational requirements** (maintenance, staffing, grievance redressal)
- Higher **potential for revenue leakage** due to informal bookings

Proposed monetization model-further deep dive ahead

BBMP partners with a private player on a revenue sharing with min. guarantee model

- Ensures predictable and stable revenue for BBMP
- **Reduced revenue leakage** with full revenue coming to BBMP directly
- BBMP benefits from any **upside in the private player's performance**
- **No operational or maintenance burden on BBMP**
- BBMP is vulnerable to **post-tender misuse** (e.g., bookings after expiry of tender)

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Proposed for BBMP

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Proposed operating model for auditoriums

- Private operator would be responsible for the day-to-day operations and maintenance along with the required marketing of the auditorium
- BBMP to develop a centralized booking portal for all its auditoriums and kalyana mandapas and set fixed rental rates for end users
- Booking fees to be collected directly by BBMP; BBMP to retain 10% as its share before remitting the balance to the private operator
- In addition, operator to pay BBMP a fixed annual fee – determined through a competitive bidding process—as the primary bid parameter


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Tiered pricing model
proposed to optimize
utilization and
maximize revenue

Sir Puttanna Chetty Town Hall

Day Type	Current prices		Proposed prices	
	Commercial	Social	Commercial	Social
Weekday	INR 70,000		INR 85,000	INR 70,000
Weekend			INR 1,00,000	INR 80,000

Dr. C Ashwath Kalabhavana

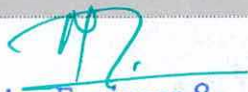
Day Type	Current prices		Proposed prices	
	Commercial	Social	Commercial	Social
Weekday	INR 10,000		INR 10,000	INR 10,000
Weekend			INR 15,000	INR 15,000

“ಮಾಹಿತಿ ಹಕ್ಕು ಕಾಯ್ದೆ-2005”
ಅಡಿಯಲ್ಲಿ ನೀಡಲಾದ ಪ್ರತಿ”

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ಅಡಿಯಲ್ಲಿ ನೀಡಲಾದ ಪ್ರತಿ”

9/18 community halls from estate records identified- 5 operational, 4 non-operational

#	Zone	Ward Name	Asset Name	Current Status
1	East	Sagayapuram	Dr. B.R. Ambedkar Samudaya Bhavan	Operational
2	East	Gowthampura	Gowthampura Community Hall	Operational
3	South	Padmanabhanagara	Community Hall	Operational
4	South	Basavanagudi	BBMP Samudaya Bhavana	Operational
5	West	Subramanyanagar	Community Hall, Library, Rajajinagar	Operational
6	South	Koramangala	BBMP Community Hall	Non-Operational
7	South	Koramangala	Ambedkar Bhavana	Non-Operational
8	South	Koramangala	BBMP Ambedkar Bhavana	Non-Operational
9	South	Koramangala	BBMP Ambedkar Bhavana	Non-Operational
10	Bommanahalli	Bilekahalli	Roopena Agrahara Public Community Hall	Yet to be Identified
11	Bommanahalli	Vasantapura	Community hall, Gudde Colony	Yet to be Identified
12	Dasarahalli	Shettyhalli	Community Hall	Yet to be Identified
13	R R Nagar	Yeshwanthpura	BBMP Samudaya Bhavan	Yet to be Identified
14	West	Dr. Rajkumar Ward	Community Hall and Temple	Yet to be Identified
15	West	Maruti Mandira	Maruti Mandira and Buildings	Yet to be Identified
16	West	Padarayanapura	Community Hall, Dayananda Seva Samaja	Yet to be Identified
17	West	Jagajeevanram Nagar	Community Hall, Devaraju Arasunagar	Yet to be Identified
18	West	Kadu Malleshwaram	BBMP Owned Community Hall	Yet to be Identified

Current operating model

- Bookings taken offline through zonal offices
- Fixed rental rate charged per event per hall
- Tendered private contractors manage on-ground operations and maintenance

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Most other ULBs operate their own booking platforms for community halls with a tiered pricing model

	Bangalore	Hyderabad	Delhi	Pune	Ahmedabad
Booking process	Offline	Online	Online	Online	Online
Pricing model	Flat pricing	Tiered pricing	Tiered pricing	Tiered pricing	Flat pricing
Tiering basis	N/A	Area of the hall (in sq.m)	Type of events (social, non-commercial, commercial)	Time slot	N/A
Booking portal handled by	-	Greater Hyderabad Municipal Corporation	New Delhi Municipal Council	Pune Municipal Corporation	Ahmedabad Municipal Corporation
O&M managed by	Private Contractor	Private Contractor	Private Contractor	Private Contractor	Private Contractor



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Deep-dive available

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Case study | GHMC operates a digital portal with a tiered pricing model for seamless hall bookings

GHMC's digital booking portal with integrated payment gateway

1 Drop-down options to pick zone, function hall, purpose and slots

2 Booking date to be chosen from a calendar highlighting the real-time availability

Tiered pricing model

- GHMC charges INR 6 per sq. m
- Area-based tiering model ensures proportional pricing for larger venue
- Transparent and standardized approach

Options to make the booking, cancel/reschedule bookings, and view refund status

3 Manual entry for the parameter-present address

Proceed button displays the payment details and provides the option to pay

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Proposed operating model for kalyana mandapas

The primary objective of the model for Kalyana Mandapas should be to serve the public by providing an affordable and transparently managed facility

- BBMP to develop a centralized booking portal for all its kalyana mandapas and auditoriums and set tiered rental rates for end users
- Day-to-day O&M to be managed by a private contractor for a fixed payment from BBMP - to be onboarded via an L1 tendering process
- All revenue from booking of venues to be retained by BBMP



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Proposed integrated booking portal for BBMP to act as a one-stop digital solution for citizens

Digital booking platform

- Built and maintained by BBMP
- Centralized portal displaying real-time availability for all community halls
- Integrated online payment gateway

User login & dashboard

Enable mobile/OTP-based login with a dashboard showing bookings, receipts, refunds, etc.

Real-time hall availability calendar

Display live booking slots for each hall zone and ward-wise with color-coded availability

Pricing

Display hall-wise rates based on event type and day with auto-calculated totals

Integrated online payment gateway

Allow secure UPI/card/net banking payments with instant e-receipts

Booking confirmation

Send booking confirmations (acknowledgement receipt with QR code) via SMS/email

Implementation approach

- 1 Develop in coordination with NIC or BBMP's IT cell
- 2 Integrate with the digitized hall inventory and payment gateway
- 3 Pilot launch in selected zones before full rollout

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Critical to leverage security & marketing efforts to prevent revenue leakage

1

Mandatory acknowledgement receipt / booking ID

Access to be granted only upon showing system-generated receipt to prevent unauthorized entry (model similar to BBMP crematorium)

2

Assign hall-level managers or attendants

Dedicated BBMP staff member to verify bookings and oversee handovers and cleanup, particularly on weekends and busy event days

3

QR-based booking verification

BBMP staff to scan the QR-based receipt to verify bookings, while the system auto-logs all transactions and access in real time

4

Encourage public to use online booking

QR codes and "Book Online Only" signage to be set up at halls and BBMP offices to guide citizens to book online

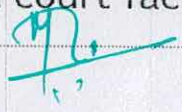


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Summary of progress on Asset Monetization

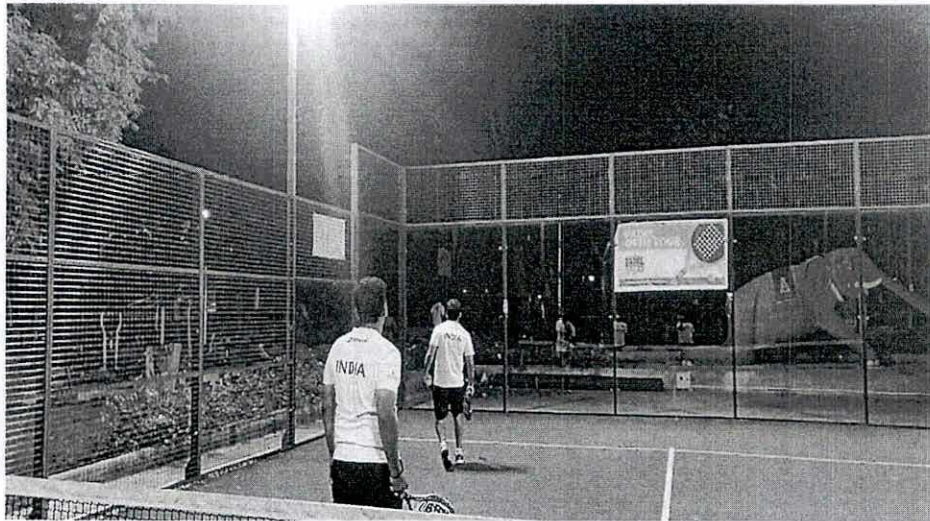
- 1 Comprehensive assessment of BBMP-owned assets: Overview of the 2,500+ assets across key categories and identification of top 850 assets with monetization potential
- 2 Monetization of vacant lands: Identified and evaluated 22+ BBMP-owned vacant land parcels (≥ 1 acre), and developed leasing models
- 3 Operating model for Auditoriums: Identified and benchmarked BBMP-owned auditoriums and proposed a revised operating model to improve utilization and revenue potential
- 4 Operating model for Kalyana Mandapas: Identified and benchmarked BBMP-owned kalyana mandapas with similar services by other ULBs to propose revised operating model to improve citizen outcome
- 5 Operating model for sports facility: Proposed a monetization model for an existing padel court facility owned by BBMP in Sadashivnagar


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Proposed operating model for padel court in Sadashivnagar

Padel court in Tamarind Tree Park, Sadashivnagar



200 sq m

INR 5 Cr
guidance value

Court currently generating INR 18 - 20L/ annum - collected by Indian Padel Federation

Proposed transaction structure

Transaction details

Proposed model for BBMP

Scope

- Relaying of turf and other renovation
- Operation and maintenance including user management

Evaluation process

- H1

Bid parameter

- Refundable one-time deposit

Reserve bid

- 5% of guidance value (INR 25L)

Annual payment

- 1.8% of guidance value (INR 9.6L)

Duration

- 5 years

Technical eligibility criteria

- Bidder should have O&M experience for at least 1 sports facility of at least 200 sq m

Financial eligibility criteria

- Bidder should have an average turnover of at least INR 10L over last 3 FY

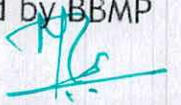
Draft tender documents submitted to Estates Department, BBMP


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Key next steps for monetization of identified priority assets

Asset type	Key Immediate Actions
Domlur parcel	Floating of tender for inviting bidders - <i>Approval required for utilization of the land parcels for monetization via land leasing</i>
Sudhamanagar (JC Road) Parcel	
Horamavu land parcel	Finalization of exact extent and shape of the land parcel and approval for utilization of the land parcels for monetization via land leasing
Auditoriums and kalyana mandapas	- Creation of an exhaustive inventory of all auditoriums and kalyana mandapas owned by BBMP - Floating of tender for onboarding private operator for auditoriums - Development of online booking portal for auditoriums and kalyana mandapas <i>Approval required for the proposed operating models</i>
Padel Court	Tender to be floated by Estates department for inviting bidders


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4.2 Funding sources - CSR

BBMP can potentially use CSR funds to fund current expenditure or to launch new initiatives/ projects beyond the planned budget

**Eligible activities under CSR as per
Schedule 7 of Companies Act 2013**

1	Conservation of natural resources	9	Promotion of healthcare
2	Ensuring environmental sustainability	10	Promotion and development of traditional arts
3	Eradication of hunger	11	Protection of national heritage
4	Making safe drinking water available	12	Rural development projects
5	Measures for reducing inequality	13	Sanitation
6	Measures of benefit of armed forces/war widows	14	Setting up old age homes
7	Promotion of education	15	Setting up public libraries
8	Promotion of gender equality	16	Promotion of rural sports

**2 areas for utilization of
CSR funds by BBMP**

- 1 To fund part of current expenses (part of budget) via CSR
- 2 To fund projects beyond budget
 - A Projects similar to BBMP's regular activities- e.g. set up of new hospitals/ revamp of an existing school, etc.
 - B Novel solutions and technologies outside of BBMP's regular scope

Scope to utilize CSR for multiple expenditure items at BBMP (1/2)

Activity	CSR category (per Schedule 7)	Budget 25E (INR Cr)	Examples
Housing for backward communities (SC/ST, PKs, OBC)	Measures for reducing inequality	413	Mahindra Rural Housing Finance Ltd. has built sanitation units for underprivileged families in collaboration with an NGO and local panchayat in Tamil Nadu
Basic infrastructure for backward communities (SC/ST, PKs)	Measures for reducing inequality	309	
Social security scheme for backward communities	Measures for reducing inequality	174	Tata Motors contributed -25Cr for SC/ST community across health, education and financial assistance
Maintenance and redevelopment of parks and playgrounds	Conservation of natural resources	120	Policy for park adoption already released by BBMP
Emergency health care services	Promoting health care	80	Manappuram Finance and Kotak Mahindra Bank have provided ambulances to various state govts and urban local bodies
Procurement of items for backward communities	Measures for reducing inequality	75	Various foundations and corporates provide assistance to SC/ST communities
Indira Canteen Food Supply Programme	Eradication of hunger, poverty, malnutrition	70	GHMC and Greater Chennai Corporation seek CSR for Annapurna scheme and Amma Canteens respectively
Education infrastructure	Promoting education	50	Bajaj Auto has contributed CSR for improving and repairs to govt. school buildings and teacher capacity enhancements
E-vending vehicles	Measures for reducing inequality	50	


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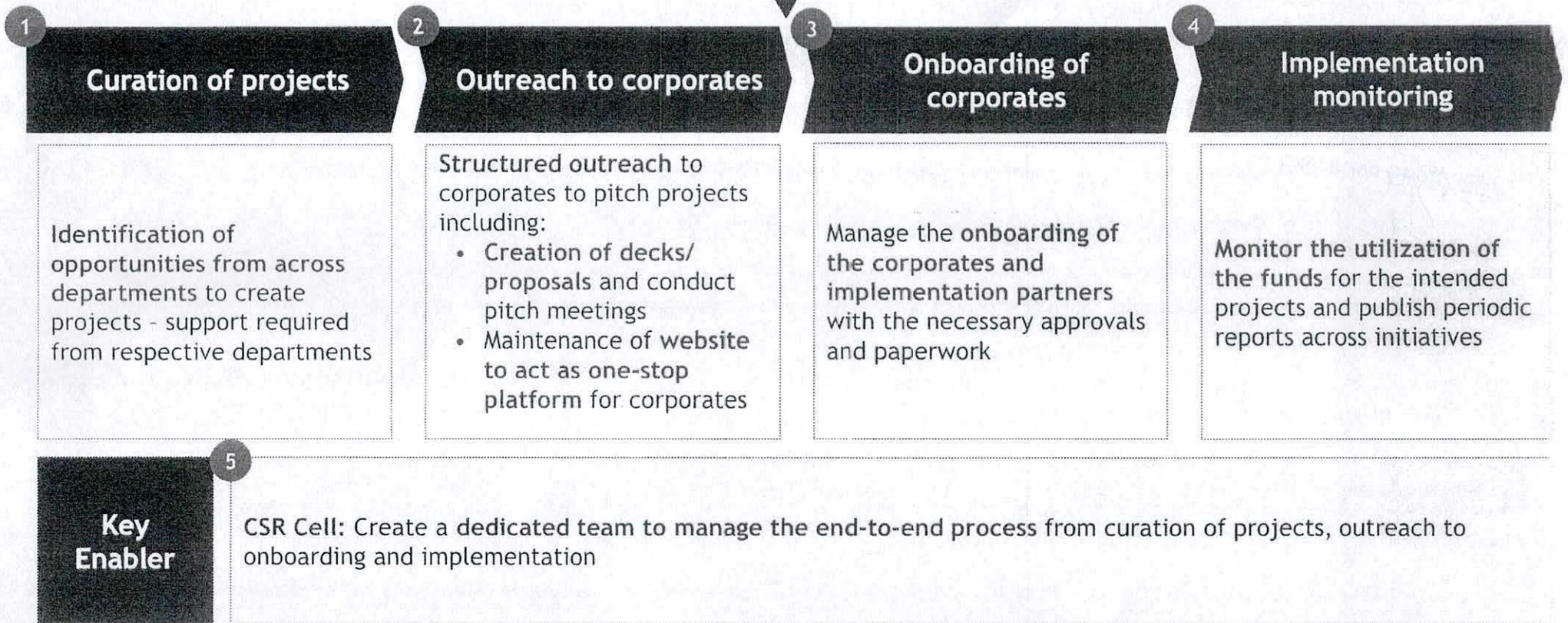
Scope to utilize CSR for multiple expenditure items at BBMP (2/2)

Activity	CSR category (per Schedule 7)	Budget 25B (INR Cr)	Examples
Financial assistance for backward (SC/ST, PKs, OBC)	Measures for reducing inequality	47	Adani Foundation has given subsidized loans and financial assistance for backward classes across states
Opex for schools	Promoting education	43	Infosys Foundation contributed towards school/campus funds, school furniture, equipment for various govt. schools
SWM Equipment	Sanitation	40	Adar Poonawala's Foundation donated litter bins, and funded mechanical sweeping for Pune Municipal Corporation
Hospital re-development (inc. maintenance and repairs)	Promoting health care	32	Texas Instruments, Embassy Group, Goldman Sachs have contributed for re-development/addition of beds to govt. hospitals
Education material - note books, bags, etc	Promoting education	28	Infosys Foundation and many others contribute for various govt. schools
Disease prevention drives	Promoting health care	22	ICICI and ONGC Foundation implemented mosquito trap solution in collaboration with Pune Municipal Corporation to prevent malaria
Vehicles for disabled persons	Measures for reducing inequality	14	Bajaj Finserv and Hyundai have provided automated wheelchairs in Mumbai and Pune
Education of backward communities	Measures for reducing inequality	13	NLC India has supported the tuition fees of SC/ST/OBC students
Equipment, medicines, materials for hospitals	Promoting health care	11	Infosys Foundation and many others contribute regularly
Public toilet construction	Sanitation	10	HUL, JSW Foundation established Suvidha Centers in collaboration with BMC (showers, toilet, laundry, etc.)
Mid-day meal expenses	Eradication of hunger, poverty, malnutrition	8	Amway contributes to Akshayapaatra scheme in Hyderabad

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Proposed approach for mobilizing CSR funds

MoU signing with corporate



Preliminary list of BBMP projects for CSR funding (1/2)

CSR category (per Schedule 7)	Project
 Eradication of hunger, poverty, malnutrition	• Fund the operation and maintenance via adoption of 100 Indira Canteens for 1 year • Fund mid-day meal schemes in 100+ BBMP schools
 Measures for reducing inequality	• Provide housing and infrastructure (street lighting, public toilets, etc.) for backward communities (SC/ST, PKs, OBC) • Procure items for backward communities (ration, study material, etc.) • Procure e-vending vehicles for street vendors • Provide financial assistance for backward (SC/ST, PKs, OBC) • Provide vehicles for disabled persons • Sponsor education for students of backward communities
 Conservation of natural resources	• Adopt parks and playgrounds to fund the redevelopment/ maintenance e.g. Freedom Park

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Preliminary list of BBMP projects for CSR funding (2/2)

CSR category (per Schedule 7)	Project
 Promoting education	• Provide education infrastructure (digital infra, construction of new schools, etc.) • Adopt schools to fund operating expenses • Provide education material - note books, bags, etc
 Promoting health care	• Adopt hospitals/ health care centers to fund operating expenses • Support hospital re-development/ construction (inc. repairs and new centers) • Conduct disease prevention drives/ medical camps
 Sanitation/Solid waste management	• Provide SWM equipment such as mechanical sweepers, etc. • Public toilet construction (SHE toilets, etc.) • Conduct clean-up of rivers/ water bodies


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Outreach being conducted across Bengaluru's major firms

10+ discussions conducted - interest received from 5 firms

amazon

- Lake rejuvenation, mid-day meals in schools, and redevelopment of Indira canteens



- Lake rejuvenation in Kengeri/ Rajarajeshwari Nagar



- Lake rejuvenation and funding O&M for parks

Infosys

- HPV vaccination for 1000 girl students, procurement of notebooks and smart class content for BBMP schools



- Model road development with enhanced safety and infrastructure (efficient drains, pedestrian walks, ramps, etc.)

Outreach being conducted for 50+ additional firms

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Fitch deck created to attract CSR funds for lake rejuvenation and adoption of BBMP parks - pages ahead

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ನಿಯಂತ್ರಣ ನಡವಳಿಕೆ ಪ್ರತಿ

Pitch deck for outreach

Agenda for today

Pitch deck



Potential initiatives for CSR contribution



Potential opportunities for CSR in Lakes



Potential opportunities for CSR in Parks



Way forward and key next steps

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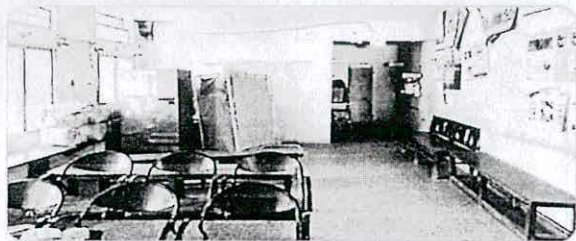
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ಅಡಿಯಲ್ಲಿ ನೀಡಲಾಗಿದೆ”

Contribute to Bengaluru's sustainable and inclusive urban future



Support parks and lakes to fund the redevelopment/maintenance

Redevelop one or more of Bengaluru's 100+ parks and lakes across the city



Adopt healthcare centers to fund redevelopment and operating expenses

Fund operating expenses and renovations, procurement of medical equipment, and ambulances



Fund operation and maintenance via adoption of Indira Canteens

Potential to impact 3L+ individuals through provision of subsidized meals at 120+ centers



Adopt schools to fund redevelopment, mid-day meals

Fund the education of underprivileged students, provision of mid-day meals at 140+ BBMP schools



Provide housing, basic amenities (sanitation units, etc.) and items for backward communities

Potential to impact lakhs of underprivileged families



Facilitate improvement of sanitation and solid waste management

Fund the construction and maintenance of modern public sanitation units and contribute mechanized sweeping machines

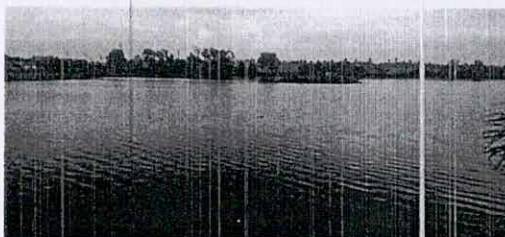
..... Focus of today's discussion


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ಅಡಿಯಲ್ಲಿ ನೀಡಲಾದ ಪ್ರತಿ”

Revive Bengaluru's blue heart- contribute to the restoration of lakes

Join the efforts to restore Bengaluru's iconic lakes – Madiwala, Hebbal, Kaggadasapura, Yelakanka, and many more...

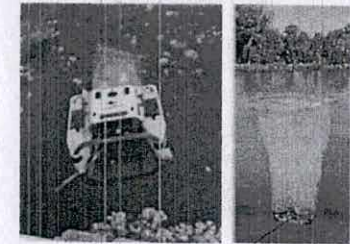


Lakes	Area (in acres)	Required investment (INR Cr)
Madiwala lake	9	21
Hebbal lake	192	17
Kaggadasapura lake	47	6
Yelahanka lake	291	TBD

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Potential areas of contribution

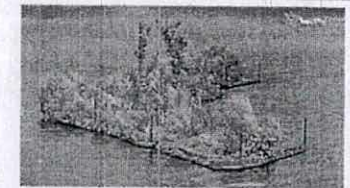
Installation of robotic lake cleaners and aerators



Installation of trash barriers



Development of floating wetlands



Installation of benches, play equipment



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ಅಡಿಯಲ್ಲಿ ನೀಡಲಾಗಿದೆ

Create lasting impact while enhancing your connect with local community



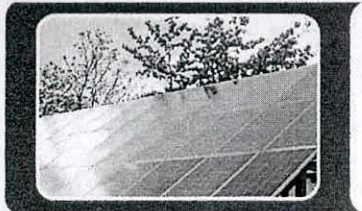
Enhanced brand visibility

Branding on installed assets like floating islands, robots, lighting poles etc., along with banners/boards



Public recognition

Gain recognition through media coverage and official acknowledgments by BBMP reinforcing role as a key sustainability partner on international and national forums



Strengthened ESG profile

Improve ESG profile by showcasing action on key SDG goals like Clean Water (SDG 6), Sustainable Cities (SDG 11), and Climate Action (SDG 13)



Potential for carbon credit integration

Contribution like floating wetlands generate verified carbon credits and reinforce brand's commitment to net-zero goals


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Support the restoration of Bengaluru's parks to build greener neighborhoods

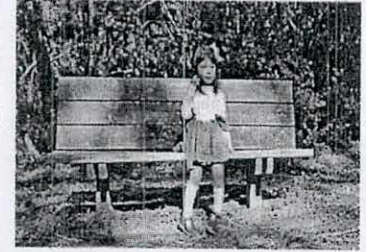
Be a part of an effort to rejuvenate Bengaluru's parks like Freedom park, Guttahalli park, and many more green spaces across the city



Potential areas of contribution

Installation of amenities

Benches, gazebos, dustbins, park signage



Development of open gym and fitness infrastructure

Exercise equipment, yoga mats, etc.



Development of children's play areas

Play zones with swings, slides, climbing structures



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ಅಡಿಯಲ್ಲಿ ನೀಡಲಾದ ಪ್ರತಿ

Shape greener public spaces while strengthening your community footprint



Branded park infrastructure

Branding on funded assets like benches, open gyms, play equipment - seen daily by hundreds of users



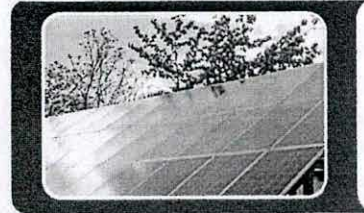
Co-branding with BBMP

Visible co-branding with BBMP on park signage and entry boards reinforces civic collaboration and offers daily exposure to thousands of citizens



Civic recognition

Gain external visibility through BBMP acknowledgments, local media features, and inclusion in BBMP-published reports

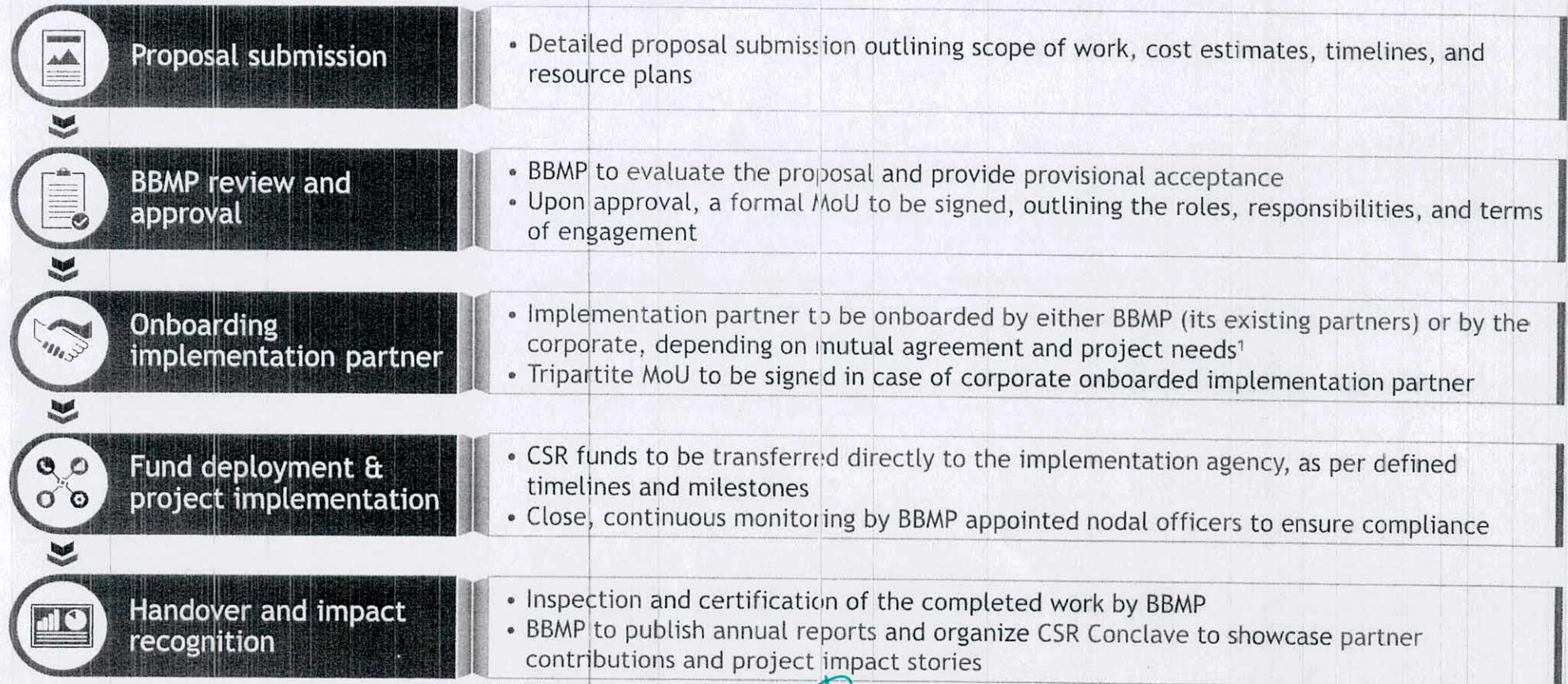


Strengthened sustainability & ESG credibility

Improve ESG profile by showcasing action on key SDG goals like Sustainable Cities (SDG 11), Climate Action (SDG 13), and Urban Biodiversity (SDG 15)

Handwritten signature in blue ink.

Charting the path forward - from vision to impact



1. For any work undertaken towards lakes, the CSR partner can only onboard BBMP-approved suppliers and vendors

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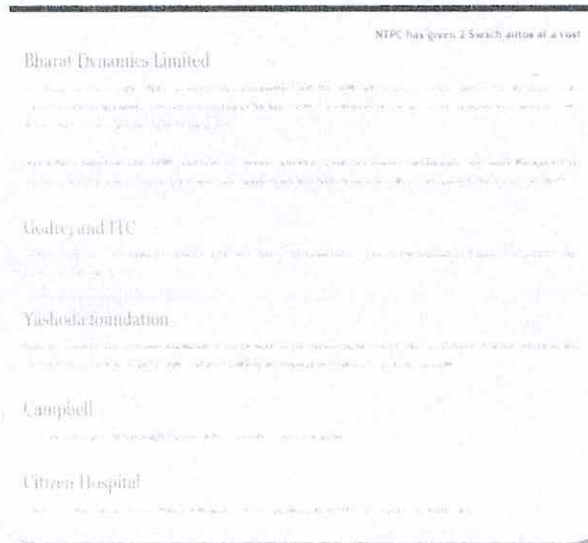
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Case Study | GHMC provides a single platform for sharing available projects and outlines the process of funding for corporates

Deck of projects with clear details



Success stories



Platform for expressing interest in participation

How to Partner with us



**Key learnings
for BBMP**

Critical to create a one-stop-solution website with:

- Detailed deck of projects
- Showcase of success stories and impact created
- Manual of processes for onboarding and implementing
- Single point of contact for queries

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ಅಡಿಯಲ್ಲಿ ನೀಡಲಾದ ಪ್ರತಿ”

GHMC provides a single platform for sharing available projects and outlines the process of funding for corporates

2



Greater Hyderabad Municipal Corporation
Corporate Social Responsibility
PARTNERING A BETTER HYDERABAD



Greater Hyderabad Municipal Corporation
Corporate Social Responsibility
PARTNERING A BETTER HYDERABAD

HOME

ABOUT US

OUR SUCCESSES

OUR PARTNERS

OUR PROJECTS

NEWS & EVENTS

PHOTO GALLERY

CONTACT US

LOG IN

HELP

OUR PROJECTS



Annapurna



Sanitation



Waste Management



Sustainable Livelihoods



Health Initiatives



City Art Scape



Green Your City



Sports



Cool Roofs




Comprehensive Park Maintenance

GHMC has given primary towards enhancing the green cover of the city. Recently under Jagananna Ka Haritha Haaram we have planted 2.06 lakhs of plants across the city. Additionally GHMC maintains 1,037 no. of parks as green pockets in the city. Companies or individuals can adopt parks for maintenance and upkeep.

List of major parks

Green Islands and Stretches

GHMC has 174 green islands and 129 no. of green stretches in the urban and rural margined. Companies or individuals can take up extents or stretches for upkeep. 12 stretches of this have been adopted by Campbell (real page), Chares, School, Chermias and Yashoda foundation etc.

List of Green Islands

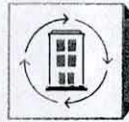
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77

Mechanism to channel CSR funds for identified projects

3 key stakeholders to manage CSR funds



Corporate

Provides funding



Implementation partner

Uses the funding to complete the project



BBMP

Monitors and certifies the implementation



- A** Corporates to be onboarded via an MoU/agreement outlining project scope and funding commitment
- B** CSR funds to be transferred directly to the implementing agency (typically an NGO)
- C** 3 potential scenarios possible for identifying implementation partner:
 - 1** BBMP has an existing partner: Corporate transfers funds directly to the existing partner (e.g. operator of Indira Canteens or partner identified through accelerator)
 - 2** Corporate has an existing partner: A tripartite MoU is signed between BBMP, the corporate, and the implementation partner
 - 3** No existing partner: BBMP can run the RFP process to choose the implementation partner and then do a tripartite agreement

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Critical to implement a strong monitoring mechanism to ensure correct utilization of CSR funds



Nodal officers of respective departments to monitor and report implementation updates to CSR cell periodically

1



CSR Cell to prepare periodic reports of implementation status across all projects for circulation to corporates and success stories on website

2



For large projects, corporates to be mandated to allocate a portion of the budget for 3rd party monitoring and reporting

3

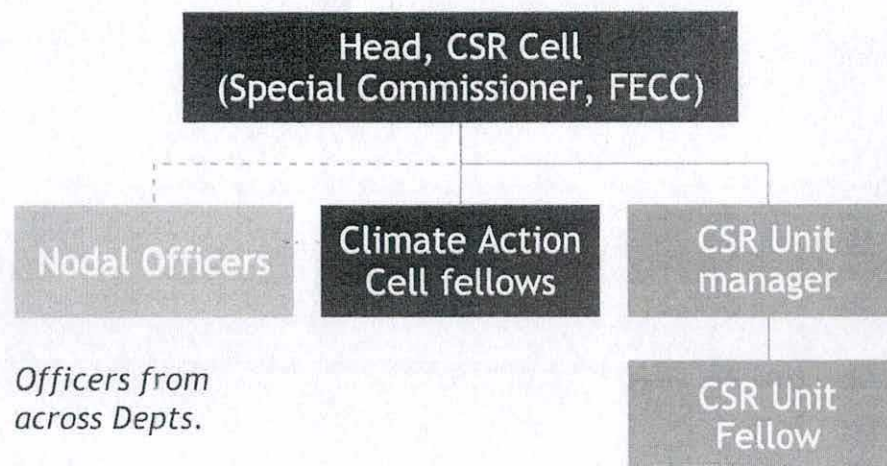
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Proposed construct of the CSR Cell and key responsibilities

CSR cell to be set up with 2 dedicated resources



*Officers from
across Depts.*

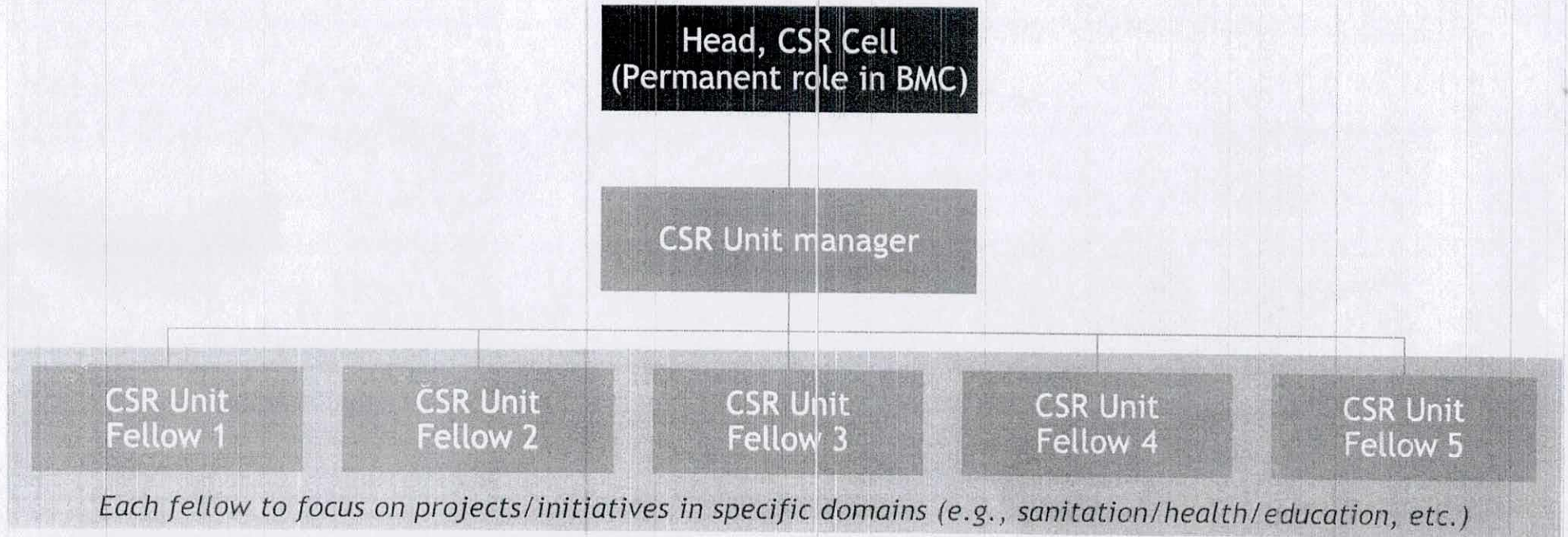
■ New roles to be hired

- Additional domain-focused (sanitation, education, health, etc.) CSR Unit fellows to be hired post completion of 1st year

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Case study | Organization structure of BMC's CSR Cell



CSR Unit manages the end-to-end process of project identification from across departments, structured outreach to corporates and monitoring of project implementation

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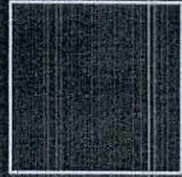
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Key recommendations for proposed CSR Cell

- 1 Broaden the list of projects for CSR utilization to cover the entire range of eligible activities by BBMP
- 2 Create a dedicated website to act as one stop platform with details of projects, process for onboarding etc.
- 3 Create a strong monitoring mechanism by assigning responsibility to nodal officers and appointing 3rd party monitoring
- 4 Create a governance model for cross-department collaboration for sourcing and monitoring of projects
- 5 Create a roadmap for expanding the team to add 2-3 more resources who can each focus on specific domains such as sanitation, health, etc.


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4.3 North-South Tunnel Project


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Bengaluru Twin Tunnel Project: Conceptualized V-BOT and B-HAM dev models

1

Benchmarking of other tunnels

Benchmarked 12 tunnel projects across India and abroad to assess development model and project structuring

2

Development model selection

Conceptualized two innovative development models to safeguard BBMP's interests while attracting developers:

- Ballooning Hybrid Annuity Model
- Variable BOT (Toll) Model

3

Market pre-consultation

Connected with 12 potential bidders to incorporate their inputs & concerns



4

Project Structuring

Identification of optimal project packaging to manage risks

Package 1: Hebbal to Race-course
Package 2: Race-course to Silk Board

5

Financing

Conducted EOI process for raising INR 8,000+ Cr, loan application ongoing with HUDCO. Received interest from:



6

Tender Launch Preparation

Next steps:

1. Facilitate VBOT vs HAM decision
2. Supporting BBMP in creating robust tender documents
3. Tunnel cost benchmarking
4. Tender process management

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Update on Bengaluru Twin Tunnel Project

Legend		
Completed	Ongoing	For BBMP

#	Item	Status
BBMP Twin Tunnel Tender		
1	Finalization of Development Model	Meeting done with FD reg. HAM vs BOT, decision to be made by the Cabinet
2	V-BOT RFP	Overall document review to be done, Review of V-BOT & Selection clauses done
3	V-BOT DCA	Overall document review to be done, Review of V-BOT & Selection clauses done
4	B-HAM RFP	Review completed, changes ongoing by Rodic
5	Bidding Documents	B-HAM DCA
6	PIM	Review completed, changes ongoing by Rodic
7	Schedules	Review ongoing
8	Legal Review of docs	To be done by BBMP
9	Approvals and clearances	Land acquisition, utilities mapping & shifting to be done by BBMP before LOA
10	Financing	Loan application to be executed after Govt. approval


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4.4 Integrated Solid Waste Management



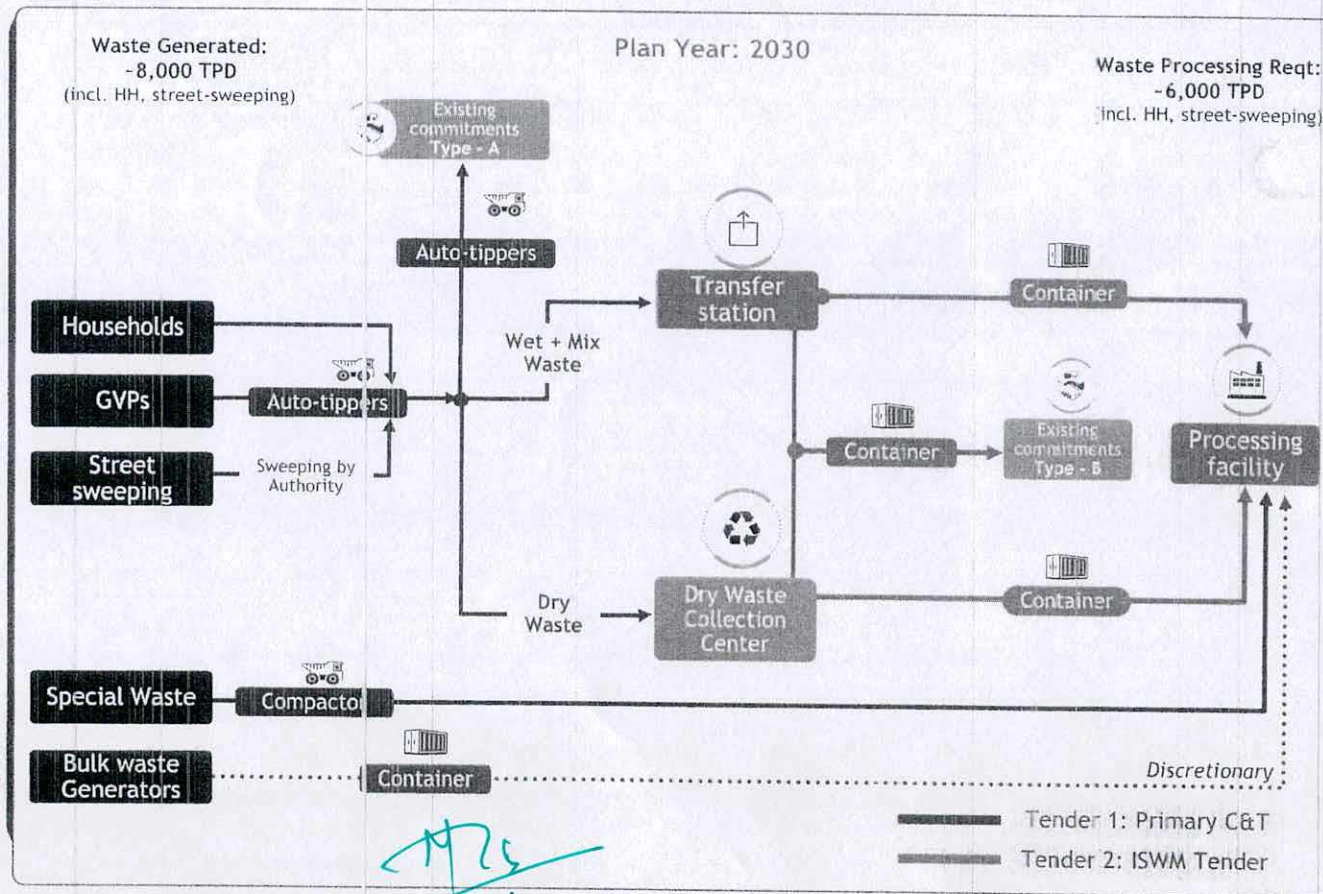
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Defined the scope of the project and the packaging of the project to ensure success of the tender

- Developed detailed financial model to estimate tipping fees

Conducted multiple engagements with potential bidders to gather industry feedback and socialize key changes to the tender

Supporting the creation of best-in-class and robust tender documents, in line with MoHUA and NITI Aayog standards



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Legend

Completed

Ongoing

For BSWML

Update on Solid Waste Management

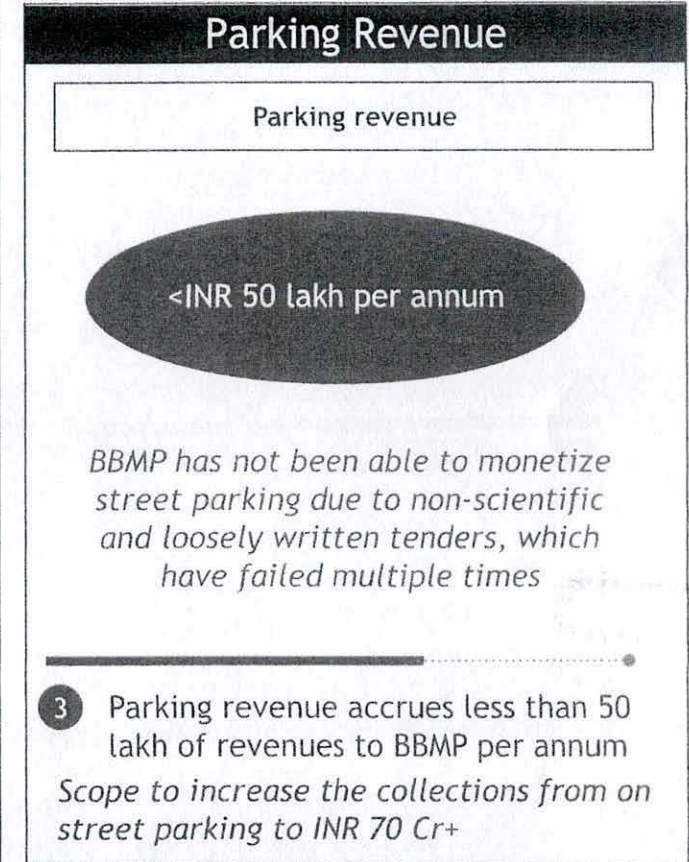
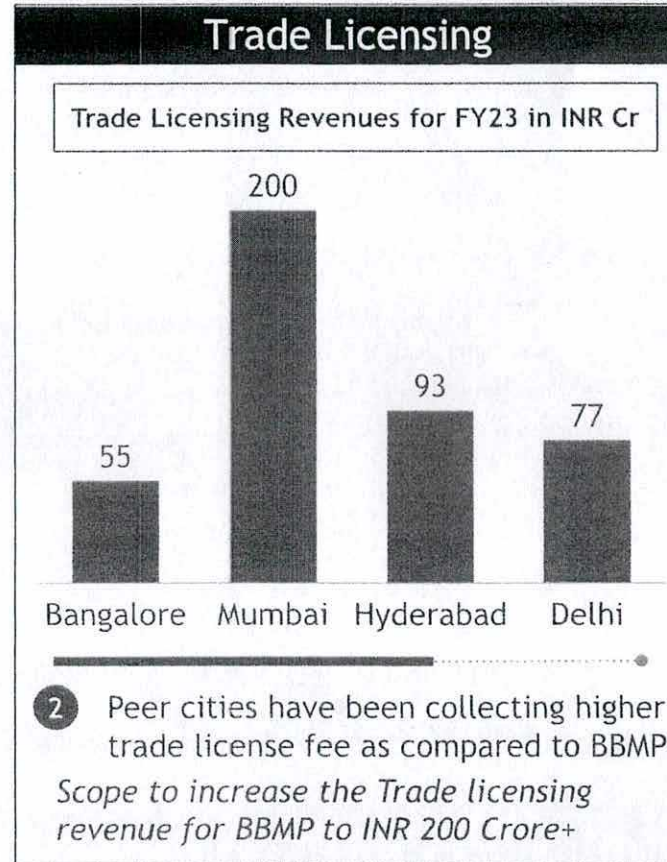
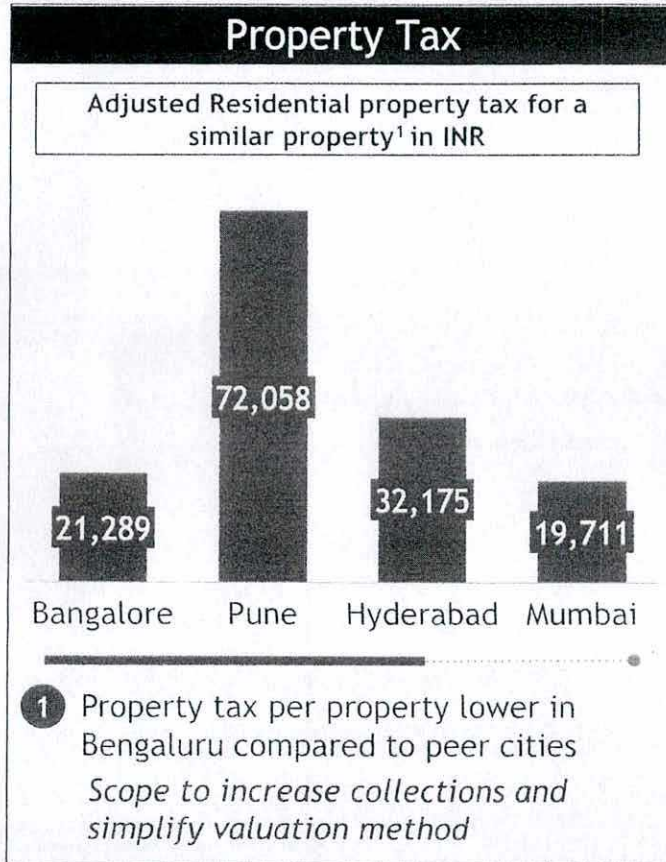
#	Item	Status
A. Integrated Solid Waste Management Tender		
1	Recommendation Note	Note prepared, sent to IDD including: Financial Model, Packaging, Selection, and KPIs
2	RFP	Reviewed by BCG, sent to IDD - final alignment pending with BSWML
3	Bidding DCA	Reviewed by BCG, sent to IDD - final alignment pending with BSWML
4	Documents PIM	To be revised by Rites, then reviewed by BCG
5	Schedules	To be revised by Rites, then reviewed by BCG
6	Legal review of bid documents	To be done by BSWML
7	Site identification	To be done by BSWML
B. Other Tenders		
8	Primary C&T Tender	Supported on tender document drafting


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4.5 Revenue enhancement

Revenue benchmarking | 3 revenue streams prioritized to increase BBMP's financial strength and further enhance citizen outcomes



1. Like-to-like Property Details assumed for comparative analysis: Area = 1,200 sqft, RCC1 structure, in Zone B (2nd most premium), FSI = 2, tenanted, 10 years old, monthly rental value is INR 4/sqft/month (14 for commercial), and Guidance value INR 7,000/sqft. Adjusted for water tax, sewerage tax, fire tax, education tax, tree cess, professional tax and vehicle tax

90

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Key levers for revenue augmentation with potential unlock of INR 600 - 700 Cr in recurring annual revenue

A

Property tax



- Proposed guidance value linked system with progressive slab-based tax structure with higher rates for high-value properties
- Proposed floor-based multipliers to high-rise buildings and removed distinction between tenanted and self-occupied units
- Property tax capped at 110% and floored at 90% of last year's tax²
- Proposed senior citizen rebate of 5%
- Next steps:** Approval for policy changes

Increment in annual revenue

INR 500 Cr

B

Trade licensing



- Policy level action plan:
 - Created a simple rate card (25 categories vs 213 earlier)
 - Progressive Sq.ft. area-based fee structure with max cap
 - Other safeguards- convenience fee (2%) , annual escalation (5% p.a.)
- Tech enablement: Identified rev leakages & proposed 8+ tech interventions
- Collection drives in Chickpet, Gandhinagar & Commercial Street
- Next steps:** Approval for policy changes and issuance of compliance order for collection drives

Increment in annual revenue

INR 100 - 120 Cr

C

Parking fees

- Identified 14 priority roads in in East Zone for on-road parking pilots
- Proposed transaction structure key changes in tender documents: mapping of vehicle slots, License fee calculations, operational timings, rates concession period, eligibility criteria and penalty framework
- Next steps:** Finalizing tender documents to invite bids for east zone; model to be replicated across other zones

Annual recurring revenue from pilot

INR 5-10 Cr

Potential revenue from across zones¹

INR 70 - 80 Cr



Deep-dives ahead

1. Basic prioritized roads identified by DULT across zones

2. For 1st year, followed by 110% of cap and 100% of floor from 2nd year onwards

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Property Tax: Summary of 6 proposed changes in tax structure

Residential Property Tax



- 1 Revised Property Tax Slabs: INR 50L (0.10%), INR 50L-1Cr (0.15%), INR 1Cr-2Cr (0.20%), INR 2Cr-5Cr (0.25%), INR 5Cr+ (0.30%)
- 2 Floor-Based Multiplier for High-Rises: 0-5 floors (1.0x), 6-10 (1.05x), 11-20 (1.1x), 20+ (1.15x)
- 3 Capping on Increase/decrease in property tax
 - 3a Slabs 1 & 2: Tax floor at 90%, capped at 120% of last year's tax (lower tax liability)
 - 3b Slabs 3, 4 & 5: Tax floor at 90%, capped at 120% of last year's tax (lower tax liability)
- 4 Senior Citizen Tax Rebate (for Slab 1 and 2): 5% tax rebate for senior citizens above age of 60

Commercial Property Tax



- 5 Commercial Properties <INR 1L sqft & 3-star and lower hotels: Taxed at 0.5%, annual increase ceiling at 20%
- 6 Commercial Properties >INR 1L sqft & 4/5-star hotels: Taxed at 0.75%, annual increase ceiling raised to 30%

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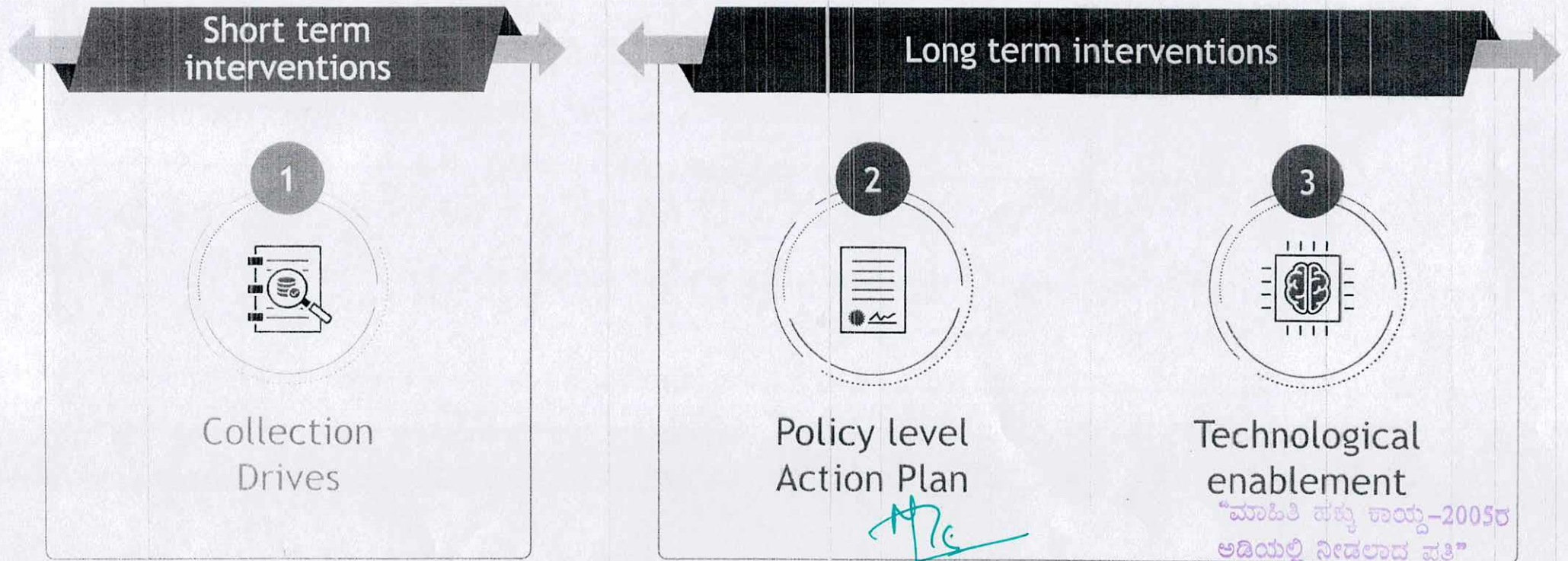
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Trade Licensing: Proposed action plan across three key dimensions: Two long-term reforms and one immediate collection drive



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Trade licensing policy must be formulated to establish a robust and transparent framework with defined categories, rates, and safeguards

1.1

All traders required to obtain trade licenses

1.2

Revised and rationalized trade categories and corresponding rates

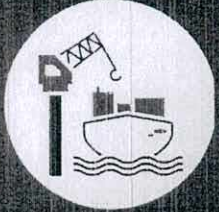
1.3

Other Safeguards

- a. Mechanism for annual escalation of license fees
- b. Renewal dates and Structured penalty provisions
- c. Convenience fees applicable for online services

1.4

Corresponding organizational structure and authority for the Simplified rate card



Detailed system-level enhancements to be incorporated in the current trade licensing system to streamline licensing, enforce compliance, and simplify user access



3.1

Enable retrospective collection of Trade license fees for past years along with penalty to enhance revenue



3.2

Introduction of a Permanent Trade License ID to track Trade license for inspections



3.3

Additional information to be captured to enable cross-verification with existing databases



3.4

Real-Time Inspector Dashboard for Monitoring and Enforcement



3.5

Trader Self-Service Portal to initiate modification/change request directly via portal



3.6

Integrated Inspection Log for Monitoring and Accountability



3.7

UPI Integration in Payment Gateway to accelerate fee collections

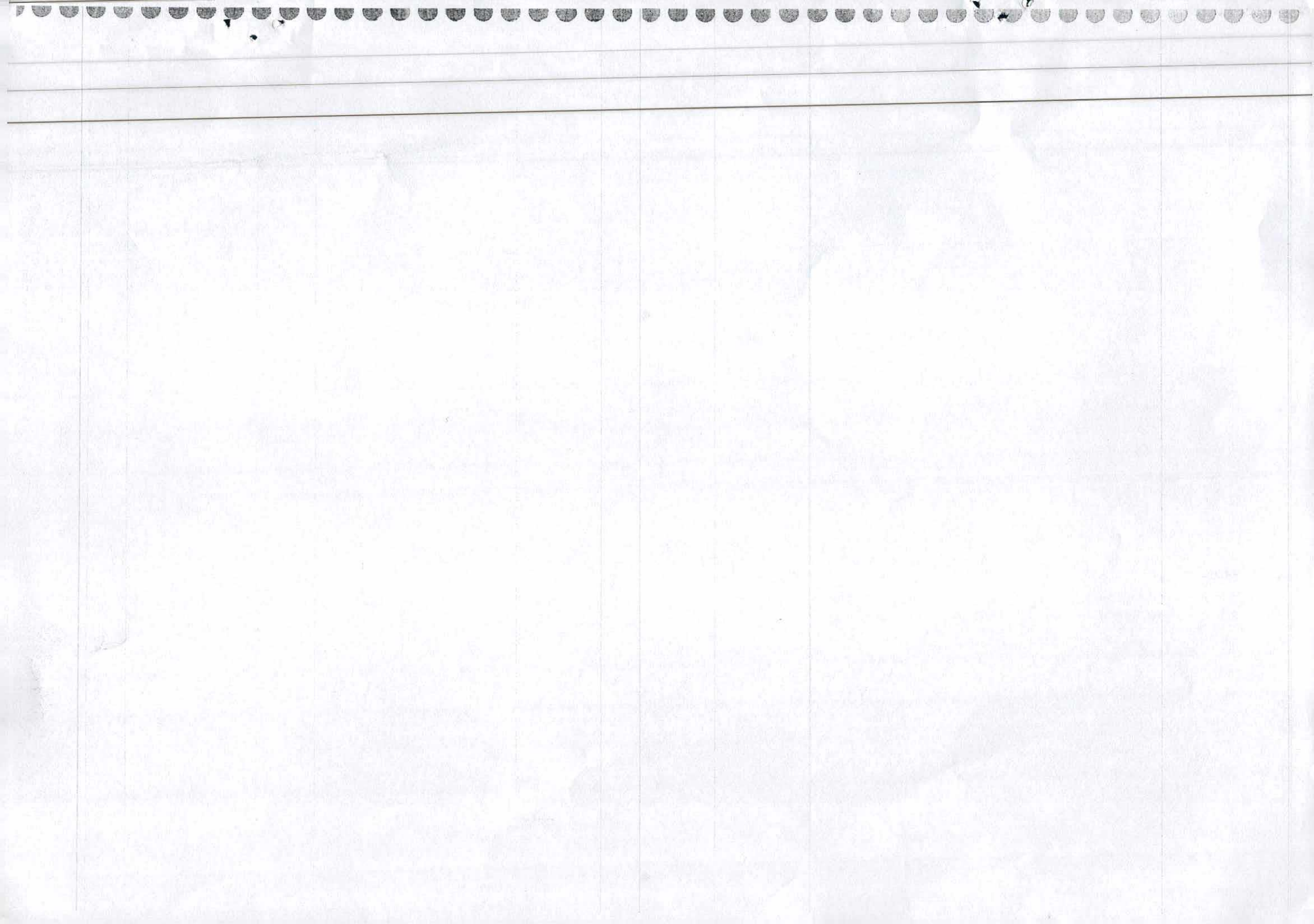


3.8

Instant Provisional Trade license to boost license issuance

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BRUHAT BENGALURU MAHANAGARA PALIKE

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